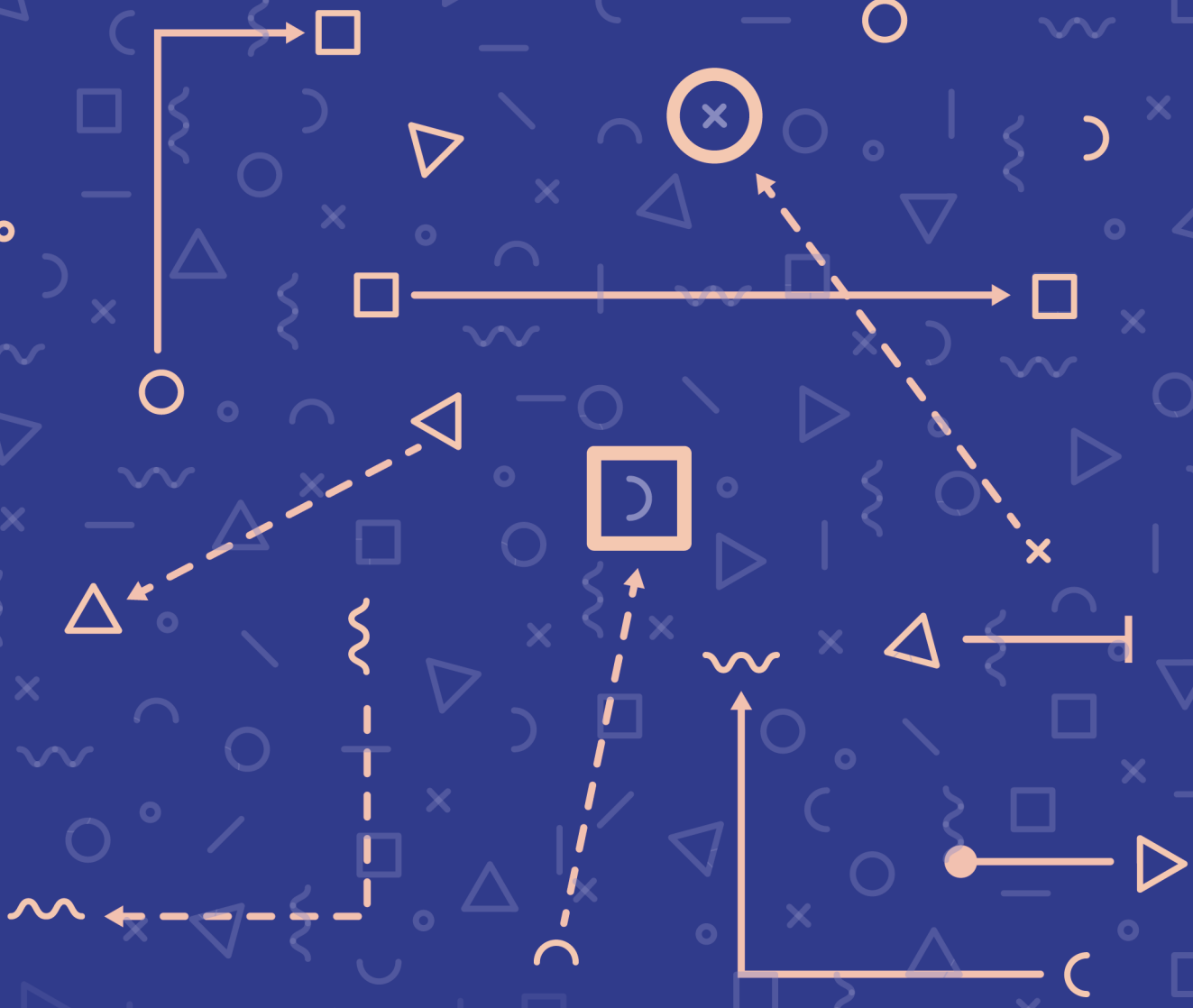
Designing organisational processes through strategic interventions

The learning experience of Board of Innovation



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PREFACE

Building identity, forging meaning, and leaving a positive impact have always been the main drivers of my life. The culmination of this thesis does not only mean the completion of more than half a year of hard work, but also the closure of what has (likely) been the most beautiful and challenging stage of my life so far.

It is said that experiences shape us, ranging from when and where we live, who we are and what we do. Experiences are important parameters of our lives, of my life, but if only one thing has been important to me among these years is the people that I have been lucky enough to be surrounded by. With the following lines, I wanted to express my gratitude to those who to a greater or lesser extent have helped me shape this project.

An important piece of this has been my supervisory team. I still remember when literally one year ago, I approached you, Sine, equally full of energy and doubts. You were the first person that deposited trust in me and you continue believing in me even in the most difficult moments. You can't imagine how grateful I am for that.

I am also very grateful to you, Nick. Your wisdom, patience and your "Roberto, one thing at a time" during our meetings really gave me peace and set the directions when I could not find them myself. Thanks to you too Kevin, for being this creature of light and knowledge. Thanks for every minute that you let me steal from you, you're a role model for me.

Next to my BOI's mentors, I have been extremely fortunate to find so many fantastic people at Board of Innovation. Robin, my partner in crime during my first months at BOI, you made me hugely grow personally and professionally. Shervin and Bryan, my first mentors at BOI, working with you have been a very great '*montaña de emociones*', and I am very honoured to call you friends today. Of course, I cannot forget the rest of the people that belong to this wonderful company. You treated me as part of the family from day zero, and I will be forever grateful for the opportunity you gave me.

Moreover, I want to thank all of my different families who accompanied me during these almost 3 years in the Netherlands. Being away from your home country is not always easy, and you made me feel at home every second.

My roommates, my closest family by force, Frida, Justus, Simone, Davide, Karolina, and Margherita. You made my life so easy during these months. Living with you has been definitely one of the best things that ever happened to me; I could not have dreamt of a better experience.

My friends, my biggest family (in no particular order) who were there for me when I needed it, and when I did not too. Javi, Titi, Carlos, both Nuria(s), Marina, Simón, and Paula. Our Sunday Lunches, and every moment that we spent together in this country will always remain in my heart.

Gaia, Fede M., e Jordan, voi siete pazzeschi! Siete stati sempre nelle brutte e negli belli momenti, e non vedo la maniera di ringraziarvi per tutto questo.

Pure Fede A., Andrea, Francesco S., Arianna, Gabriele, Giovanni, Lupo, Luisa, Nikita C., Francesco d'A., Sofia F., grazie mille per darmi la opportunità di diventare italiano.

Merci beaucoup Tom and Thèo, the magic french duo, your support during these intense months has been greater than I could have ever asked.

To Riel, Alicia and Antonio, our drinks, parties, and overall the countless shared conversations gave me the right energy to keep up in the most difficult moments.

Moreover, dankjewel Derek, you always stood out of the crowd not because of your height, but for always being more than a great friend; I'm very lucky to have you with me.

Por supuesto, no podría terminar este agradecimiento sin dedicar unas palabras a aquellas dos personas que siempre han estado ahí, incluso cuando estaba más insoportable que nunca. Muchas gracias mamá y papá, por inspirarme y animarme a seguir luchando cada día. No podría haber conseguido ni la mitad de esto si no fuese por vosotros.

Also, thanks to those who in some way contributed in a greater or lesser extent to this thesis and preferred remaining anonymous.

Eventually, I just wanted to apologise for such a long preface, but I could not find time to make it any shorter.

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SUMMARY

Everyday we are challenged to navigate an increasingly complex and dynamic world. This is true not only for us individuals, in our private and professional lives, but also for the organisations we create and are part of.

These challenges are the reflection of the complex environments that we, as a society, have built. However, most of our conventional strategies were conceived to work in a reasonably isolated, static, and hierarchical order; paradoxically impeding us to adequately cope with these new open, complex, dynamic and networked challenges of today.

Despite this new direction of the world, public organizations and companies alike are not changing the way of approaching these problems, as they cannot be solved in the same manner we were used to in the past; the trusted routines just do not work anymore. These challenges require new frameworks of theory, research, and a qualitatively different approach to address contemporary problem areas while solving specific cases and problems.

For innovation to happen, organisations must design this 'environments' – the intra-organisational prerequisite for innovation: structures, staff, culture and systems (Govindarajan, 2006). This demands identification, analysis and reflection of external developments in relation to the creation of appropriate processes, structures, culture and vision within the organisation.

Within this context, Board of Innovation, an independent business design and innovation firm, is willing to undertake a transformation that prepares them for the present and future challenges of the world; aspiring to become a thriving Strategy and Innovation firm, as a response of this changing environment.

Therefore, this Master Thesis presents a journey of exploration through the internal and external environments in which the organisation operates. By using the Frame Innovation Method of Kees Dorst, the research uncovers and identifies latent pain points that lies at the core of the company and provides strategic interventions to deal with them.

The aforementioned method is divided into nine different stages – problem, paradox, context, field, themes, frames, futures, transformation, and integration – whose end goal is to propose a proof of concept, in a form of service proposition, that can support Board of Innovation in this transition.

In alignment with this journey, the project bestows several solutions for the knowledge transfer and management – both internally and externally.

For the internal part of the issue, a new role has been created within the organisation. This person owns the offerings and portfolio, and is responsible for envisioning new products, services and business for Board of Innovation. In this endeavour, the Product Manager devises new structures and mechanisms that support the daily work of the employees.

Secondly, a new Onboarding Process is brought to the organisation. This activity repurposes the previous structure by making it more human-centred and tailored to the needs of the new employees. Different stages – with their respective activities – have been defined, inviting the organisation to follow a new approach when conducting this crucial moment in the career of a new employee at Board of Innovation. In addition, a strategy to set this solution in motion has been developed and tangible exercises to make this solution become a reality have been offered.

Lastly, these new activities – that serve as a vehicle for the organisation to build a new mindset within – have been integrated in its current and well-functioning structures, in order not to radically change Board of Innovation's operability, but to create a seamless transition.

In conclusion, this project contributes to the transformation process that Board of Innovation is engaging in by providing desirable, feasible, viable and scalable mechanisms for managing the knowledge transfer within the organisation.

THESIS STRUCTURE

This thesis is divided into four main blocks, which consequently are divided into six chapters (*see Figure 1*).

The First Chapter showcases the foundation of this project. It introduces the current challenges that the world is embedding into society, triggering the need for organisations to evolve and adapt to these new times. Likewise, Board of Innovation is presented as a Design Case. The reader can get an overview of the current state of the entire organisation, as well as the challenges that it is facing – shaping the Knowledge Gap and the Goal of the present research.

In a conceptual discussion, Chapter 2 continue framing the territory of the problem situation while also providing the reader with necessary definitions, illustrating topical connections, and exploring Innovation and the role of Design in the organisational context.

Based on literature research and the application of the Frame Innovation model (Dorst, 2015), the original problem situation is studied in a process of coevolution during Chapter 3. At this stage, the problem is explored and reframed on a constant basis, uncovering latent issues and setting up new directions. This section concludes with the design requirements and the consequent design goal.

Thus, Chapter 4 displays the results from the application of the Frame Innovation Model. Future possibilities and new directions are explored through strategic interventions . Thereby, it equips the organisation with some formulas to get these solutions integrated into the broader issue – that can be deployed in the short-term, and besides, impacting the long-term direction of Board of Innovation.

The consecutive Chapter 5 follows up on the previous one, relating back to the larger context in which Board of Innovation sits, and concludes the whole project, and further recommendations for the organisation to move forward within are bestowed.

Eventually, a reflection on the work is given in Chapter 6, and in addition, the limitations and frictions points throughout the research are discussed.

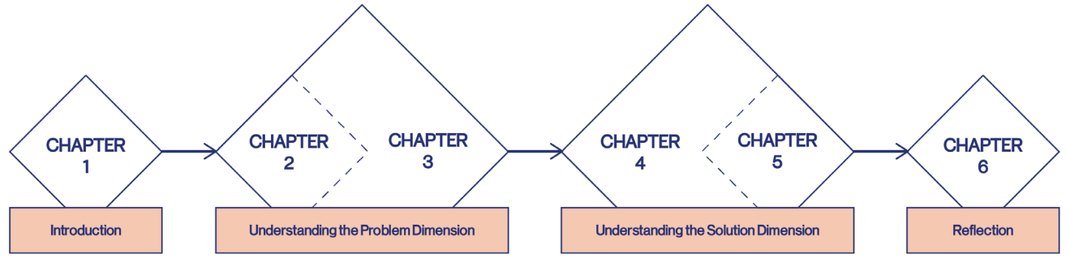


Figure 1. Structure of the Thesis Report

INTRODUCTION

EVERYDAY WE ARE CHALLENGED TO NAVIGATE AN INCREASINGLY COMPLEX AND DYNAMIC WORLD. THIS IS TRUE NOT ONLY FOR US INDIVIDUALS, IN OUR PRIVATE AND PROFESSIONAL LIVES, BUT ALSO FOR THE ORGANISATIONS WE CREATE AND ARE PART OF.

The first chapter provides the context for the thesis. In the beginning, the relevance for the research is illustrated, and the research objectives are framed. In this regard, the structure of the thesis is introduced and the research process explained.

The world to come

Everyday we are challenged to navigate an increasingly complex and dynamic world. This is true not only for us individuals, in our private and professional lives, but also for the organisations we create and are part of.

The challenges are as diverse as the problems that clients bring us. We are involved in design for economic anchors, economic continuity, and economic growth. We design for social development and creative communities. We are taking part in environmental sustainability and economic policy, and competitive products and brands for microenterprises. We develop new products for BOP markets and redevelop old products for mature or wealthy markets. Within this framework, we are also challenged to design for extreme situations, and to design for social business, as well as to meet conceptual challenges for worlds that do not yet exist.

The passing of structures and systems of the industrial age and the rise of a networked society have resulted in open, complex, dynamic, and networked challenges that can only be successfully met by organisations that are ready to become open, complex, and networked themselves. The advent of a postindustrial age has a profound impact on the way our economies and societies work – nothing really stays the same (Dorst, 2015).

But, what is understood by 'open, complex, dynamic, and networked (OCDN) problems'?:

Open: An open problem is one where the system border is not clear. In problem-solving it is typical that the problem is encapsulated into a specific mental playground to separate things that relate to the problem from those which do not. Anything that remains out of our playground is called "context". Nonetheless, there are some problematic situations where establishing the boundaries of our playground become unclear and difficult, and assuming that some factors or stakeholders can be excluded may haunt you later on in the problem-solving process.

Complex: A complex problem is one that consists of multiple elements, with numerous connections between them. These relationships make it very hard to split up the overall problem into smaller and manageable pieces that could be easier to deal with. The tangle of elements and connections means that these problems basically have to be approached as a whole, in all their complexity.

Dynamic: A dynamic problem situation changes over time, with the addition of new elements and the shifting of connections, e.g., priorities. These can be slow changes driven by ponderous processes like cultural change, or lightning-quick movements driven by technological development, for instance.

Networked: The networked nature of today's problem situations means that they potentially influence each other constantly, in the sense that what could be happening in seemingly unrelated fields might cause an effect that severely influences our problem field and options for action.

In this context, problems are so intimately related to each other (and there are so many interdependencies) that they become impossible to isolate (Stacey et al., 2006; Lawson, 2001). They are more like "problem situations" in which the issues keep shifting around, and any premature attempt to draft a problem definition can lead to suboptimal or even counterproductive solutions.

Design Case: Board of Innovation

Board of Innovation – or commonly known within as BOI* – is an independent business design and innovation strategy firm, whose consultants help the world's largest organisations navigate fundamental shifts. They develop growth strategies, innovation capabilities, and new businesses using their clients' assets and core strengths.

The company operates from offices in Antwerp, New York, Amsterdam, Singapore, and holds a large pool of remote workers worldwide. Their diverse team is made up of more than 20 nationalities with a variety of unique perspectives and backgrounds.

Hitherto, their mission is to inspire 100 million people to innovate for a better tomorrow. They partner with the world's largest organisations to solve their biggest challenges through meaningful innovation in three main industries: healthcare, heavy industry and consumers' products. In this set up, they want to drive strategy and business design through more in-depth, thought-leading contents and tools, and claiming to use their voice to deliberately drive positive change.

**BOI is a term that is going to be freely used throughout the document for facilitating reading comprehension.*

In order to achieve this goal, they have built a comprehensive open-source innovation knowledge base on the web. They publish tools, guides, in-depth break-downs of methodologies, how-to articles, and webinars to give people a glance of what they need to develop successful new businesses.

As a brand, BOI's strongest competence has been standing out for being edgy and personal. The company started in 2009, when innovation was uniquely revolving around technology and product development, the founders of BOI were interested in the evolution of Business Models as drivers of innovation. Therefore, their original idea was developing visual methodologies that could help companies design better business models; which was the beginning of the highly renowned 'Business Model Kit' that made the company famous.

Until 2016, BOI's strategy was based on a 'no-growth' strategy, meaning that they were falling into a status quo mindset. In this matter, there were some drivers that led them to consider a new strategy for the upcoming years – there was no room for growth opportunities for people at the company, no new teams formed, nor new offices opened. Likewise, in terms of market consolidation, they were lagging behind because of the fact that they were not growing and, consequently, not expanding their impact. Furthermore, some clients were requesting their help for bigger and more ambitious projects, which they could not get involved as much as they desired.

In this situation, the idea of embracing growth was brought to the table. On the contrary of a 0% growth, a 100% growth strategy would have meant that the company should have developed a scale-up mindset, which could have driven immense pressure to the organisation, and also the likelihood of turning upside down BOI every year.

That being the case, they reckoned a healthy and sustainable 25-30% growth strategy for the years to come; currently, the objective is to maintain an organic yearly growth of about 35% and grow to ~150 people across three regions by 2024.

All in all, the company understands the needs of the world and the new demands from society. Therefore, they are willing to undertake a transition from being seen as a blog and open-source toolkit company that builds internal capabilities (through workshops and sprints) to a prosperous business design and innovation firm – that can achieve the actual impact they are preaching in their mission statement.

Figure 2. Board of Innovation Headquarters

Culture and Values

Amazing people are a key differentiator for clients, and at the heart of who they are. They believe that the right people – not the right processes or rules will drive the company to the point they desire.

Being this said from clients, BOI also represents what clients wish they could be. BOI's youthful attitude, imagination and start-up mentality make clients feel cool by association. People at BOI are what makes clients open up. They love the energy, enthusiasm, and charisma – and form a strong bond with the person of contact. So, people and the process (way of working) are the reason that wins them over. Eventually, for clients, this is the real prize – the input is as valuable and impactful as the output.

In *Figure* 3, we observe the brand values of the organisation, driving the internal behaviour of its employees.

In addition, *Figure* 4 depicts the outcome of the immersion research that an external agency has conducted about the company and its employees. In this research, clients and employees were to define their conception towards BOI.

These words are connected to the core values of BOI to a greater or lesser extent. Although some of them are connected to both clients and employees, a number of these associations have been highlighted – at the bottom part of the picture – as they have been used in a higher frequency or represent a stronger connection to these particular stakeholders.

Figure 3. Board of Innovation Brand Values

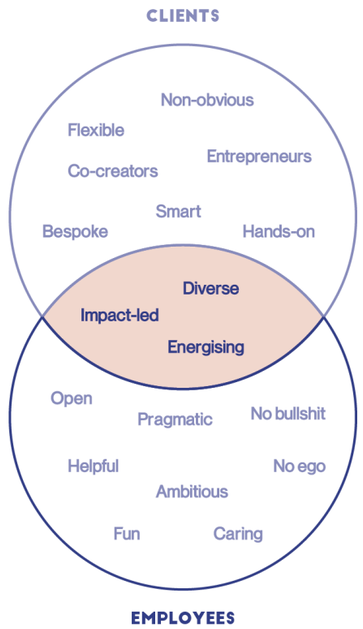


Figure 4. Mindmap of words, concepts and values associated to BOI

People (talent) at BOI are mainly millennials and Gen Z, and these generations are coming with very particular kinds of values. They really want to work for people who can inspire them and align with their personal values. Employees at BOI want to change the world.

They're hugely ambitious, and they're aspiring to work not only with world-leaders, but also with industry giants.

In this environment, BOI's Culture means everything. Its unique culture is central to staff's happiness, and has created high levels of trust and respect for leadership. This does not come spontaneously, the company has invested and currently invests a massive amount of money and time in hiring and reviewing on average 200+ candidates per role. This investment does not end up at the recruitment, they are continuing investing in coaching these people, making them grow by learning and development opportunities.

Organisation in Circles

Board of Innovation is organised in 3 regions: Americas (run from NYC), EMEA (run from Antwerp), and APAC (run from Singapore). The regions are the heart of their business, and they serve worldwide clients.

Each region is organised in what they call Circles. Circles are teams of consultants who own their individual client portfolio, often focused on a specific industry. Mature regions also have a regional Business Development team looking at bringing in new clients and projects.

In addition to the regions, there is a global team at HQ that services the entire company – with support services including Finance, Legal, IT, Marketing, and People & Culture. There are currently a total of 12 circles and around 86 people* (see *Appendix* IV).

Clients and Impact

Clients come from a wide range of industries, health/life sciences (Roche, Novartis), banking/finance (ING, NN), heavy industry (GE, Lafarge Holcim), fast-moving consumer goods/retail (Danone, Estée Lauder), telco (Liberty Global, Telnor), mobility/aviation (KLM, Volkswagen), and many more.

Nowadays, the main buyers come from many different companies' Innovation Departments or Labs (*Figure* 5), leading towards short-term and project based relationships. These kinds of commercial relationships demand a huge relocation of resources from Board of Innovation – as there are a big number of projects being run at the same time.

These types of offerings can drive consultants to high levels of stress and could risk the quality of the work delivered. Further analysis is being conducted in upcoming chapters.

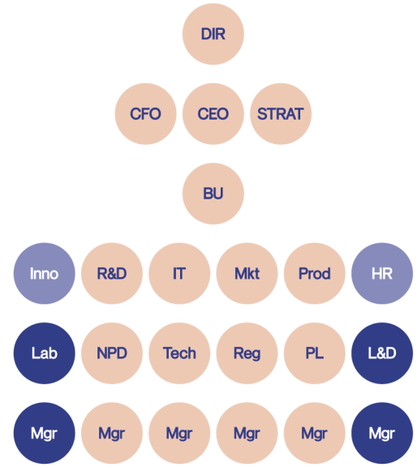


Figure 5. Current and historical buyers of clients' projects

Innovation: Their trademark

Board of Innovation manages to convince their clients not only with the work they deliver, but also with their creative hands-on process, converting this into a high ratio of returning clients. The company believes that corporate innovation needs to deliver impact (even more during recession times), and this is why they try to get involved in projects that can actually get implemented.

Their understanding of innovation as a force for good can also trigger a positive side effect; they can retain and attract great people by having the chance to work on inspiring projects for big multinational companies, such as Movement Health 2030 with the pharmaceutical company Roche. The ultimate idea is finding meaning in and being proud of what they do.

Nowadays, they have three main offerings:

Business Design: Getting new products and services at the market at startup speed. Focus on bottomline business impact, no fluff.

Innovation Strategy: Realistic action plans for growth by challenging clients' innovation portfolios and priorities.

**This data may vary by the conclusion of this research project as the company's hirings are constantly changing.*

Capability Building: Grow in-house innovation talent, so clients are not dependent on BOI.

In order to get running these offerings, BOI makes use of several methodologies and approaches by wisely selecting different segments of different methods that mainly range from Innovation fit, Agile/Scrum, Lean Startup, and Design Thinking (*Figure* 6). The full version of this template is available in Appendix IV.

Their main purpose is to create flexible and tailored approaches that attend to the needs of the clients no matter which and whom.

Within these projects, BOI deploys a team of 4-5 generalist consultants that are going to work collaboratively with the client, becoming part of the team from day one. They support the project on all levels, from coaching the client's team and structuring the program to doing customer research, solution testing and validating ideas through experiments.

Every stage of the project presents its own key activities and BOI's team is there to accompany the client throughout the journey of achieving their goals.

Knowledge Gap & Goal

As introduced above, Board of Innovation understands the needs of society and the new demands from clients.

Consequently, they are aiming to transition from being seen as a blog and open-source toolkit company to a thriving Business Design and Innovation Strategy Firm. To make this shift become a reality, it is essential that Board of Innovation begins growing internal and external capabilities that foster and facilitate this transformation.

The earliest approach of the organisation for this thesis was to devise a Business Design Methodology that could help the company navigate their clients through their upcoming challengings.

Albeit, the original knowledge gaps revolve around the inquiries of 'What is Business Design?' or 'What is a good Business Design journey?', conducted research showed that this scope was not sufficient to undertake the necessary transformation, leading to a continuous redefinition of the final objective – which is explored during Chapter 3 of the present report.

The constant appearance of insights and pain points of the organisation through the exploration of the topic, eventually lead to the current goal of this project:

HOW CAN BOI DESIGN AND IMPLEMENT BETTER PROCESSES THAT FACILITATE THE TRANSITION TO BECOME A THRIVING INNOVATION AND STRATEGY DESIGN FIRM?

With this new focus in mind, there some subsequent associated questions:

Q1. Which are the aforementioned processes?

Q2. What other activities does BOI need to implement in order to make this transition a reality?

Q3. Who needs to be responsible of these processes and activities within the organisation?

This new research field creates a room for gathering new insights and further challenging the status quo of the firm in order to explore what is impeding the consecution of the mentioned shift.

Hence, this research aims to provides greater clarity on what are the current and future challenges that companies are going to face, how to address them from the perspective of an innovative organisation, what capabilities need to be built within, and ultimately depict one of these processes – the Onboarding Process of new employees – with a clear path to commence this transformation.

Research & Desing Process

This thesis aims to contribute to the fundamental shift that Board of Innovation is undertaking as an organisation. It provides an actionable plan to set in motion the goal of helping the company transition to become a thriving Innovation and Strategy organisation that can deal with the current and future challenges of the world.

Ergo, an onboarding process, with a structured and detailed program of activities, has been designed and developed – as well as other strategic interventions that will be

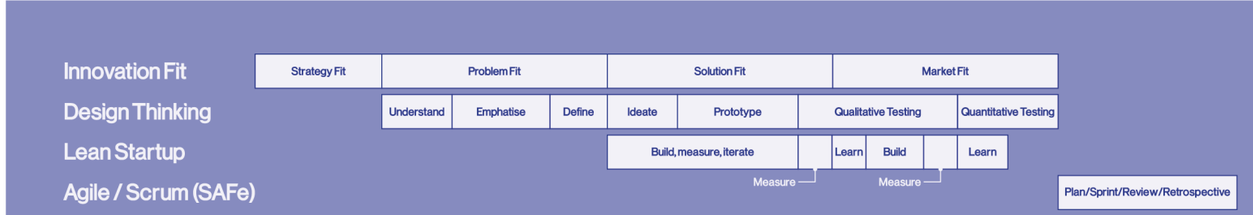


Figure 6. Summary of Innovation A-Z template from Board of Innovation

described during the present thesis.

The research was thought to follow the original planning hereafter presented in *Appendix II*, but in similar fashion to the Research Goal, the continuous reframing of the problem situation affected directly to the proposed planning.

The actual research was conducted in 20 weeks (from September 2021 to March 2022) and involved multiple iterations based on the generated insights throughout the project (see Appendix II for the initial frameworks). The final methodology is presented below (see *Figure* 7).

The framework is divided into three main phases, from left to right: Problem identification and Structuring, Exploration of potential solutions and validation, and Implementation. In the first period, the idea was to understand the current state of the company on one hand, and the current and future challenges that Board of Innovation would encounter within the Context; later on, 'Mind the Gap' tries to bridge the space in between.

With the obtained directions, the second phase focus on building, iterating and validating potential solutions through a

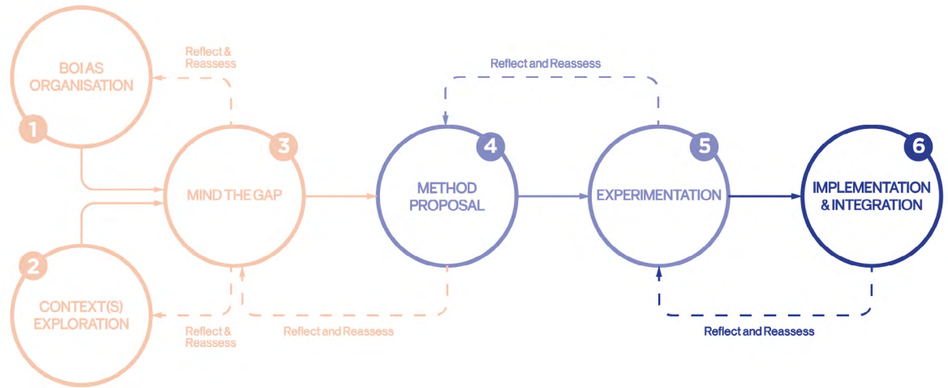


Figure 7. Final research approach to the project

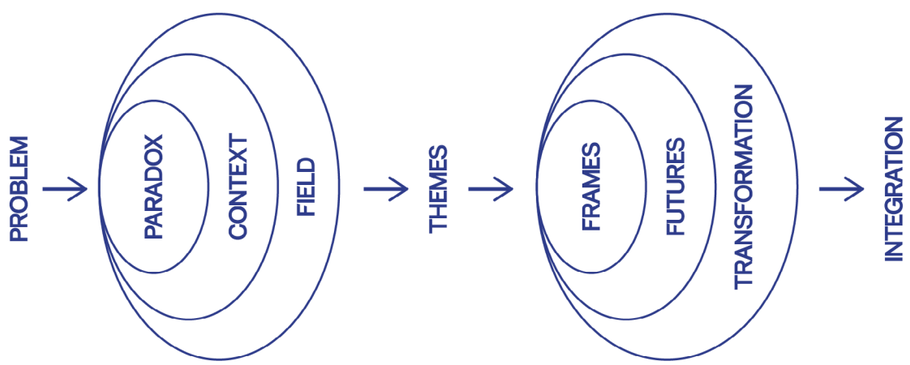


Figure 8. Nested-circles model that defines the Frame Creation Method step by step

process of coevolution – as the exposure of these tangible prototypes can continue shaping the original scope and direction of the project. Finally, the latter stage focuses on providing a desirable, feasible and viable plan to implement the proposals.

Within the above presented structure, Dorst's Frame Innovation Method (2015) have been followed, as a guiding framework to provoke the appearance of insights and results. It is represented in the nested-circles model (*Figure 8*). The method itself will be later explained in Chapter 2, and elaborated in Chapter 3.

Due to the multidisciplinary nature of the problem situation, the research has been conducted using a dual approach, both theoretical and practical.

The theoretical analysis focuses on qualitative data, which was obtained through commonly conducted literature research and screening of studies on the topics presented in Chapters 2 and Appendix III (Snyder, 2019). Given the variety of the disciplines involved on this topic, a broad perspective on literature was necessary for an intended holistic overview of the problem situation.

Secondly, the practical part was originally conducted through interviews to validate assumptions and incorporate feedback from different stakeholders (Patton, 2002; Charmaz, 2006, p.2). The interviews were conducted by videoconference or in person, and they were built around core themes using open-ended questions aimed at providing a deep and detailed understanding of our interviewees' professional roles, and their thoughts on the different research questions. In all interviews, we probed to get specific information on interviewees' memorable experiences.

In addition to these interviews (see Appendix IV), internal and external organizational materials were examined on the topics that surrounded the research territory to gain further insights into advancing and structuring design in the organizations' contexts. Internal and external materials on Design and Design Thinking (Chapter 2) were also explored, and multiple informal discussions with practitioners were undertaken too. The data collected allowed us to better understand the changing role of design within (Board of Innovation-aiming-to-be) large companies, as well as the challenges that ensue when such companies attempt to become design-driven.

Likewise, throughout the project, in order to implement Dorst's coevolution of problem-solution approach, Research through Design (Stappers & Giacardi, 2017) has been a key component. Through its use, opportunities for constantly designing solutions that could lead to the discovery of new insights have always been present.

Eventually, the design process and experimentation stage have been conducted through digital prototyping tools and tested with some employees at Board of Innovation. The mentioned tests have been and will be evolving through an iterative process even after the completion of this thesis. However, potential high-fidelity solutions, as well as an implementation plan, have been proposed as part of the deliverables of this project.

Figure 9. Board of Innovation Headquarters

DESIGN AS A VEHICLE FOR INNOVATION

DESIGN IS HELPFUL AS A THOUGHT ACTION FOR SOLVING PROBLEMS AND IMAGINING NEW FUTURES. IT HAS BECOME A STRATEGIC RESOURCE TO CREATE VALUE THROUGH INNOVATIVE PRODUCTS AND SERVICES THROUGH RIGOROUS CREATIVITY, CRITICAL INQUIRY, AND RESPECTFUL ETHICS.

This second chapter provides an overview of the relationship between Management and Design by highlighting that both fields sit together closer than expected. Furthermore, it provides the necessary terminology and foundations of Design Thinking and dives deeper in the concept of Framing, which has been applied to our problem situation.

Innovation Management & Design

OCDN challenges urge management to adopt creative practices (Benner and Tushman, 2003) and originate this necessity in the observation that a reactive management attitude is too slow to readily identify and capture transient business opportunities.

The field of innovation management has to become a hybrid: it has to combine a rich mix of subjects in policy-making, strategy formulation, organisational structures, and management styles with elements of design theory (notably, creative problem-solving, and fundamental analyses of the notion of innovation itself).

Thus, it seems that management of organisations tends to be forever in flux within the duality of ambidexterity (this concept was previously explained). Most thinkers in innovation have found a way around the fundamental paradox of stability versus dynamism by concentrating innovation and encapsulating it in analytical steps, yet as stated above, it has been proven unnecessary when talking about wicked problems.

Management has to develop proactive strategies to seize opportunities and properly respond to changes in the environment they are playing in through leading collective action and continuous change (Lockwood, 2010: 67).

According to Scott et al. (2019), Innovation "doesn't mean mere inventiveness [...] we define as something different that creates value." Everything can be innovated, although sometimes it is highly linked to just new product development. In exploration of that 'difference', definitions of management appear to be ever evolving in a similar fashion as Design (see the contributions of Buchanan, 2015; Martin, 2009; and Hamel, 2007).

But to understand the role that design can play within Innovation Management, we first need to delve deeper into the latter. According to Dorst (2015): "The core paradox of innovation management lies in the fact that the ideal image of an organisation still is that of a well-oiled machine where efficiency reigns supreme. The need to create novelty is at odds with this model, as novelty inevitably disturbs existing processes and might be accompanied by 'creative destruction'. "

Innovation management and design management are often used synonymously due to the similar outcomes that they produce. Design processes often result in innovation and consequently both management foci correlate. In addition, Lockwood offers a detailed differentiation of design scope, which "all that are critical to helping an organisation to become more design-minded" (2010: 84). As a process, design thinking can be applied to every extent.

On the other hand, Abbing indicates that the roles of design and management are shifting while moving from 'downstream' to 'upstream'. In the downstream territory, the design function can be managed as a separate unit. Processes and resources are quantitatively allocated in order for design to execute strategy. From a management perspective, this means that design is treated similarly to other organisational functions. In the upstream territory however, management uses design as an integrated resource. Strategy becomes the result of design processes. Lockwood (2010: 85) showcases a similar spectrum by focusing on the integration level of design management from project-base (operational) to corporate level (strategic) (*see Table 1*).

The complementary view on design management can be assumed by characterising the specific roles design takes within an organisation or even in society. A method to display this approach is the level-based model as suggested by the Danish Design Center (2001), as cited in Björklund et al. (2018). The Design Ladder is based on the idea there is a strong link between revenue and design, as numerous inquiries have proven with time (e.g., Design Council, 2015).

As an addition to this Design Ladder, Davies (2019) made a review on existing research being conducted to add new levels and extend this ladder (*see Figure 10*). Organisations that want to aim to create a bigger impact and freely dance within the aforementioned OCDN environment need to start considering these upscale shifts in their operating procedures. Thus, we are focusing on those levels that present a maturity of design.

Level 3: The application of design to develop and improve processes. Range and impact of realised design activities become less clear, and consequently more difficult to manage. Design activities reach out and engage beyond strict borders, both internally (cross-functional) and externally (collaboration). Narrow definitions of design are no longer sufficient. Design activities converge with Design Thinking processes and diffuse into the organisation.

Level 4: Design as a key strategic element of an organisation. It is seen as a resource that detects and creates new business opportunities. Virtually every organisational aspect is affected by design. It contributes to adaptability and flexibility. In this stage, the interpretation of organisation and economic environment is driven by design. The concept of design as a separate unit becomes less relevant, because design processes are fully integrated in every function. Design and organisation become inseparable.

Level 5: Design to solve complex social issues, massive industry problems, or to streamline complex ecosystems. At this stage, Design drives systemic change across numerous organisations or businesses. Governments and organisations are starting to do this to formulate policy within their own local or regional ecosystems. They bring disparate groups together and Design solutions that best fit that particular ecosystem. They're able to drive systemic change through the collaboration with those groups.

Level 6: This is the cherry on the cake of using Design in Business. Design builds and harnesses great culture to shift the mindsets of people within organisations. In order to align with the design mindset, people are starting to innovate, act like entrepreneurs, embrace ambiguity, listen to the voice of the customer, and lead through design. At this stage, storytelling and a discourse that can foster transformation is essential, and organisations become visionaries of their fields.

In summary, Design management is concerned with driving design upstream as well as downstream, in order to make the

Design Territories	Scope	Objective	Process	View on Design Thinking
Downstream: Executing Strategy	Concepts of offerings	Innovation and direction finding	Collaborative, iterative idea generation and testing	Design thinking as a manageable resource
	Use of Design	Clarification of design attributes	Guidance	
Upstream: Shaping Strategy	Projects and business units	Design organisation and operations	Resource allocation	Design thinking as a management resource
	Top-level management	Connect design to business and lead operations	Influence large-scale decisions	

Table 1. Design in organisation functions, based on Abbing, 2010; and Lockwood, 2010.

Figure 10. Design maturity scale, based on Björklund et al. 2018), and Davies (2019)

organisation imbued with design at every level. This, in turn, demands a strategic approach and a coherent execution to evidence and, consequently, promote design's capabilities. Drivers of design need to develop a custom connection of organisation with design in order to detect and capture emerging strategic advantages.

The actual Design Thinking

Design is first of all a process. Herbert Simon's definition of design is to "[devise] courses of action aimed at changing existing situations into preferred ones" (1969, p.129). Design is a general process that we use to understand and to shape the world around us. Design definitions revolve around the processes to answer problems of the 'unknown unknowns', in contrast to a misunderstood concept of design in which it is supposed to resolve 'tangibles'.

Dorst (2015: 41-44) mentions that "design practices have matured into a real alternative to conventional problem-solving strategies" shifting away from the idea that Design could be about creating 'beauty' to products.

In the same manner, we can find the myth that designers only focus on the 'idea generation' by having a magic spark that suddenly occurs and solves problems.

Others believe that design is vague or not tangible enough, but ideas are only as good as the solutions they can solve; exercising judgement based on a clear analysis is an integral part of the design disposition (Lawson, 1994). People sometimes see Design as irrational and mysterious as it is an inherently open-ended science – there is more than one solution to a design problem. Designers do not create solutions as absolute truths, they create solutions that can be assessed on a scale of better or worse relative to the needs of the stakeholders.

In diving deeper into the designer's mindset, Dorst (2015: 44-49) explores the four different reasoning patterns that humans use in problem-solving (*Figure 11*). In this reasoning process, there are three main parts that form the equation: 'elements' (that exist in the world), a 'pattern of relationships' (the interactions of these elements), and the 'outcome' (the result of these interactions).

As archetypal modes of reasoning, deduction and induction both function thoroughly to explain the status quo. Deduction can project outcomes of processes an object undergoes, supposing repeatability. Induction allows conclusions about what process an object went through by comparing initial and final state, assuming clear causality. Both modes are limited to analysis of accessible information. Abductive reasoning, on the contrary, identifies elements that fulfil criteria to achieve an objective in a certain manner.

Yet, innovation requires moving away from the current trajectory – information and actions are inaccessible, and we are presented with two unknowns that in a process of coevolution (Dorst and Cross, 2001) needs to lead us to desired value that we want to achieve. This additional level of ambiguity creates both a new way of looking at the problem situation and a new way of acting within it. This is the real truth and the logical foundation that underlies the highly regarded Design Thinking method. The nature of Design Abduction is what sets the design practice apart from those of other disciplines.

In innovation, a problem occurs when we rather do not know how to progress or our chosen way gets us stuck. In fact, this fact is being incentivised by the appearance of contemporary new challenges, which are becoming wicked because of their OCDN nature (defined in Chapter 1). According to Whitbeck (1998: 56): "The initial assumption (within moral philosophy) that a conflict is irresolvable is misguided, because it defeats any attempt to do what designers often do so well, namely, to satisfy potentially conflicting considerations simultaneously."

Therefore, Design is helpful as a thought action for solving problems and imagining new futures. It has become a strategic resource to create value through innovative products and services through rigorous creativity, critical inquiry, and respectful ethics. Design can be understood as the consequential extension to create new proposals for basically every 'device, system, policy, program, process, product or service', and viewed as a method to engage in wicked problems (Buchanan, 1992; Cooper, Junginger & Lockwood, 2010: 59; Boland and Collopy, 2004: 265).

Framing becomes essential

"All questions are the frame into which the answers fall. By changing the frame, you dramatically change the range of possible solutions" (Seelig, 2012).

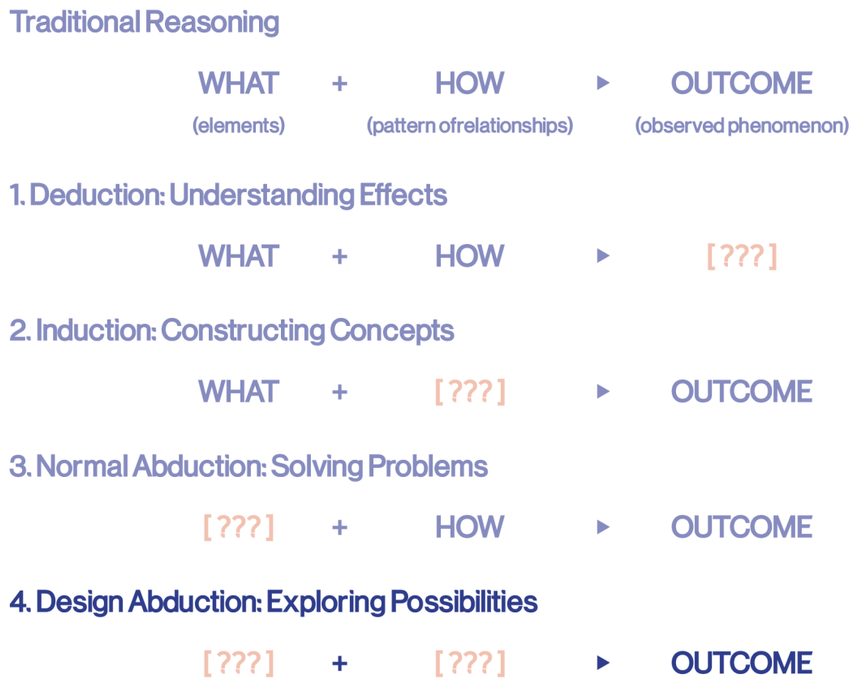


Figure 11. Modes of reasoning, based on Dorst (2015)

In this process of accepting and welcoming Design Thinking into organisations, and according to Beckman (2020) we need to consider the new directions that the field is undergoing. In the same fashion, Beckman and Barry (2007) highlighted the importance of understanding Design Thinking as an 'experiential learning process'.

Thus, if Design is understood as a 'learning process', and extrapolating this term to an organisation that embraces Design with the objective of becoming an OCDN one, some researchers are coining the term as 'Learning Organisation' (Senge, 2006; Reid et al., 2021a, 2021b).

This reflection is collected by Beckman in *Figure 12*, where we can observe four core capabilities that underlie design thinking.

In this mindset shift towards moving from conventional problem solving to a better understanding and resolution of contemporary challenges, it is worth to outline the presence of Frame and Reframe on the left-hand territory – the reflective observation work – classically known as problem-structuring (Restrepo and Christiaans, 2004), which is focused on understanding or knowing (Owen, 2006).

The Frame and Reframe work, builds upon the output from Observe and Notice, sets up initial Imagine and Design efforts to generate alternative solutions or futures, and may be altered by learning through the Make and Experiment activities. These four capabilities are the foundation of Design Abduction,

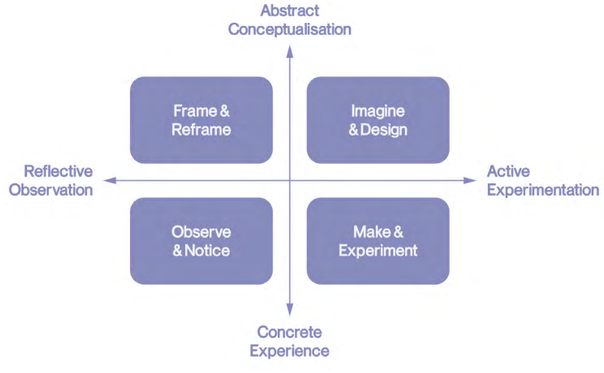


Figure 12. Design Thinking as a learning process. Adapted from Sara Beckman and Michael Barry, "Innovation as a Learning Process: Embedding Design Thinking," California Management Review, 50/1 (Fall 2007): 25-56.

showcasing a more tangible approach to the exploration of possibilities in a process of coevolution between the problem situation and the solution arena that Dorst and Cross (2001) state.

Likewise, Dorst (2015) highlights: "Good design is dependent on creating a mental standpoint from which a problem can be successfully tackled and it is often useful to open multiple frames and hold them open for some time in the search for alternative solution sets."

Dorst also defends that the presence of frame innovation can give us a different perspective of novelty and the way it could be embedded into organisations, potentially leading to significantly different processes and structures. He believes that the Frame Innovation model is a valuable new approach to creative problem solving that devises the new way of thinking that is necessary to deal with the newly OCDN nature of today's world.

From the five problem-focused design practices described above (coevolution, developing problem situations, creating frames, exploring themes, and fostering a discourse), it is possible to extract a new angle for approaching the OCDN problems. Although these lessons can be applied separately to some extent, their merge provides outstanding results in terms of novel innovation.

All this knowledge and experience was gathered in the Frame Innovation model (Dorst, 2015), shown in *Figure* 13.

Step 1 | Archeology: Its purpose is to investigate in depth the apparent problem, and delve deeply into the world of the problem owner in order to understand the past history of the problem. It serves to get a first impression of the dynamics of the organisation over time (what has happened, what could have happened if other directions would have been different, what are the non-negotiable boundaries, etc.). This last one is highly important, because it will limit the creation and adoption of new frames.

Step 2 | Paradox: Once the succession of actions that led to the problem situation is defined, the leading question here is: What makes this problem hard to solve? The idea is to identify the core deadlock that keeps the problem owner from moving forward.

Step 3 | Context: After formulating the paradox statement, the next step in this analytical phase is putting it aside and do not look at it until much later. We need to turn away from the core paradox if we are to shift the problem situation. What follows is the exploration of the practices of the inner circle of those who are going to be participants in any possible solution, by seeking out significant influences on their current behaviour.

Step 4 | Field: When a reasonable overview is achieved, basically when there is saturation, we need to widen the context, creating an intellectual, cultural, and social space. We need to consider all potential players – actively or passively. Exploration of the field focuses on the deeper universal values that will inform the formulation of themes later on.

Figure 13. Nine-step Frame Innovation Model, from Dorst (2015)

Step 5 | Themes: With themes, we identify and seek to understand the deeper factors that underlie the needs, motivation, and experiences of the "players" in this wider field. The idea is working through a process of filtering the texts or descriptions of experiences, and finding patterns until the core is achieved.

Step 6 | Frames: After the in-depth analysis and the emergence of common themes (different from the original paradox), we focus on those that are shared by many of the players as they could be the basis for frames that are attractive to a network of partners.

Step 7 | Futures: After a proposed frame is applied to the opened, broadened problem situation, it is then reshaped in a process of coevolution. With this, we're seeking assurance that the frame leads to realistic and viable solutions. Only by proposing both a pattern of relationships and a design will we generate the feedback about whether we are on the right track in adopting a frame.

Step 8 | Transformation: This step is about critically evaluating what solution directions would be feasible in the short term, or can be established gradually over a longer period of time. This step is not a hard review of the idea, but rather an exploration of the changes needed to make the solutions come true. This will result in a "business plan" accompanied by a transformation agenda and a strategy for achieving the results. The strategy will have a short-term component that will yield quick results, and a long-term component that requires changing the practices of the organisation.

Step 9 | Integration: We need to make sure that the frames and the developments are well integrated into the broader context of the organisation. A new thinking means that new opportunities and connections will arise. The idea is to integrate the gained knowledge into the "discourse" of the organisation as active knowledge. This integration allows organisations to move away from only reacting to problem situations, and to become proactive in their relationships to their environment.

This design-based framework does not resemble a conventional, goal-directed problem-solving process at all – nor does it look like the innovation processes that have been proposed in organisational theory or innovation management. However, by moving away from conventional problem-solving strategies and reframing the issues given, we can get a much better understanding of the real problem and point to a much broader repertoire of solution directions.

According to Dorst, the process may give the impression that it is extremely elaborate and convoluted, but in a practical sense it feels quite natural. The twists and turns in the reasoning patterns that characterise the different steps really build on each other fluently. On the contrary to what it might seem, "the model's strength lies in the fact that the OCDN nature of the problem situation is not denied but embraced, and it is used as the basis for creating a solution."

Fundamentally, frame creation is a design-based practice that was developed from the working methods of expert designers, to help non-experts reach a good result too. Making their frame creation approaches explicit and accessible, does not necessarily mean that they have been made any easier, which could be the reason why the method has become difficult to be adopted by organisations (Beckman, 2020: 147). Although, going through a considered pattern of steps or phases can help them avoid some pitfalls and can make a process more manageable – but these handy sequences of steps can never replace true expertise.

Frame Innovation entails a huge and fundamental shift in how people and organisations see a problem, how they think about it and what they do to address it. It is a situated process that requires new thinking every time. There will never be a set of actions that can be followed more or less thoughtlessly, by anyone, at any moment. Therefore, in that way, it is a do-it-yourself manual rather than a how-to guide that makes people understand the needed principles and practices to be thoughtful and flexible in achieving radical innovation.

In sociological terms, adopting frame innovation practice would help organisations and people deal with a society that is less hierarchical and more fluid than ever before. This would result in a need to improvise, as Boutellier (2013) coined "improvising society": "Society no longer shapes itself around institutions; rather, the institutions must fold themselves around the events in an impulsive and fragmented society... [society shapes itself around] a motif or "theme" that resonates and thus creates a sense of community".

But good improvisation should always be based on a clear sense of direction and flow; provided by the deeper layers of insight and structure that are built up in a frame creation process. The ubiquitous adoption of

frame creation could lead different parties to move in a similar direction. This could lead to interesting crossovers, shared practices, and shared projects and ventures. These new actors would be driven by people who have been described as “interpreters” (Verganti, 2009) within a transdisciplinary process.

Through the study of advanced design practices and extensive experimentation, the frame creation approach was created and proposed as a possible answer. The problem is opened up through the analysis of the wider problem arena, and its complexity is increased by potentially involving a greater group of possible stakeholders. The dynamics of the problem situation are taken into account by the interactions that occur along the whole frame creation process, in analysis as well as in the creative steps. This results in the agendas for transformation that support the resulting frames and solution directions. The networked nature of problems is an integral part of this broad approach, as it moves away from seeing only one driver of the solutions. The depth and connection of the common themes and the shared understanding of the created frames produce a robust network of individuals and organisations to realise the new solution. Frame creation practices move quite freely and creatively within the complex problem arena (Dorst, 2015).

Through the renewed framing of the problem situation, the root cause of the original issue is targeted. In a sense, this is more than problem-solving: it is the complete resolution of the problem. The ideal frame should resolve and eliminate the problem situation that gave rise to it, “and release the mind to do new things.”

Hence, Frame Innovation shows signs of being the right approach for addressing complex issues taking part in OCDN environments – consequently, it becomes the framework that sustains and gives the structure for the development of this present project.

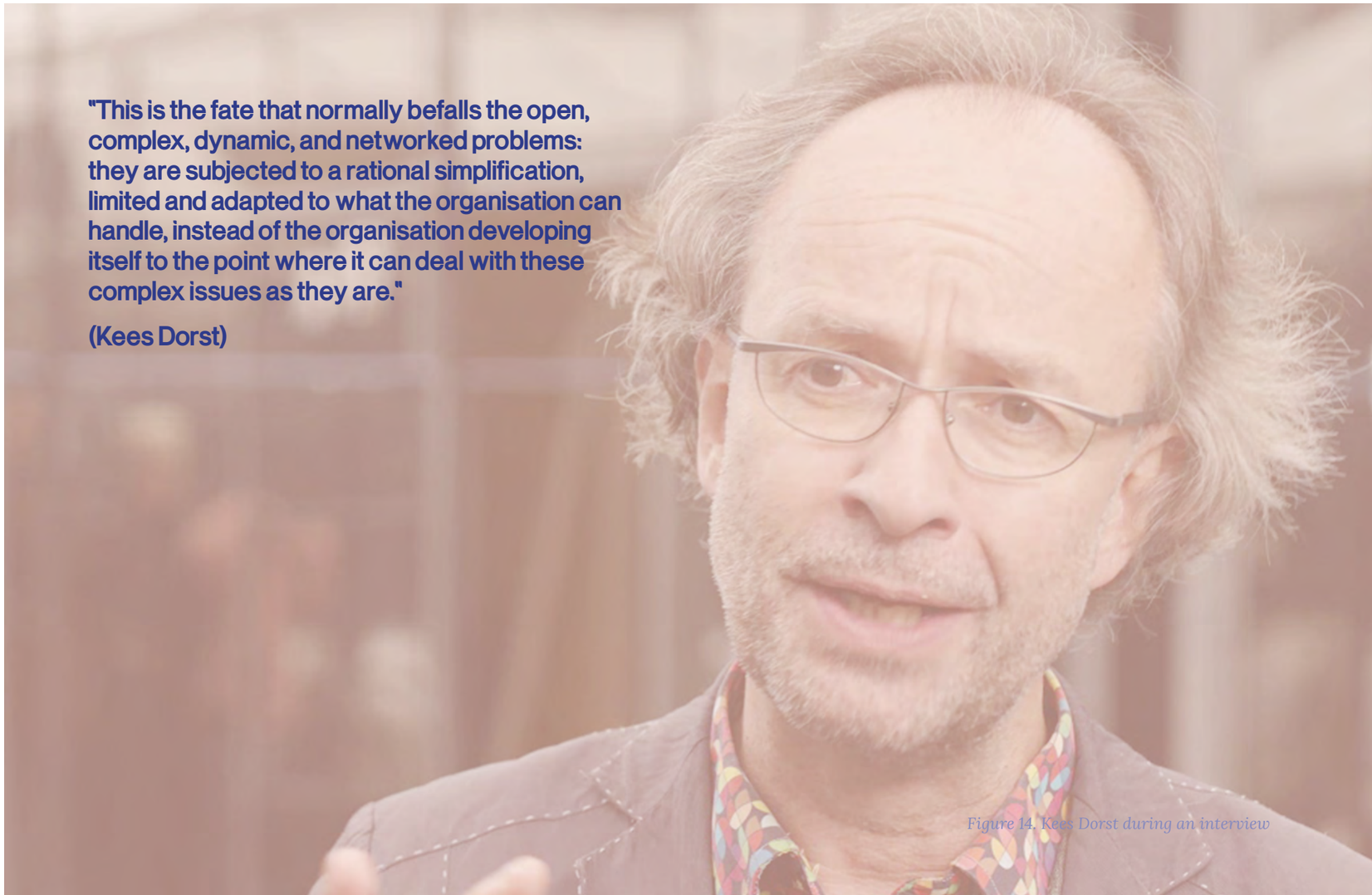


Figure 14. Kees Dorst during an interview

A JOURNEY THROUGH FRAME INNOVATION

"ALL QUESTIONS ARE THE FRAME INTO WHICH THE ANSWERS FALL. BY CHANGING THE FRAME, YOU DRAMATICALLY CHANGE THE RANGE OF POSSIBLE SOLUTIONS." (TINA SEELIG)

This section introduces the evolution of the original problem situation presented in Chapter 1, 'How can Board of Innovation develop an effective Business Design Methodology?' through the lenses of the Frame Innovation model. Based on the previous inquiry presented above that serves as a starting point, the endeavour is to showcase the process and outcomes of the Nine-step Frame Innovation Process – resulting in potential directions for solving the problem situation.

Although the following process is presented as separated sections to facilitate the reading of the document, it is highly important to understand the evolving nature of the Frame Innovation method.

As previously mentioned, this is not a straightforward approach. Thus – despite the fact that new sections are being introduced – it is very likely that previous ones were revisited in several occasions to continue extracting information that could contribute to the new discoveries.

Problem Definition: From Problem to Frames

Frame Innovation | Step 1: Problem

Board of Innovation's objective is to help clients become antifragile by ideating, validating, developing, and launching new propositions to market, and doing it faster and more data-driven than anyone else. Lots of them are in industries that are facing astonishing changes at a high speed, and what BOI does is help them to get a competitive edge under the umbrella of time pressure.

It is already being stated that Board of Innovation is moving towards becoming a Strategy and Innovation agency, therefore their strategy should meet the concerns of this shift. Thus, Board of Innovation's strategy for the upcoming years is to focus more on Business Design and Innovation Strategy projects.

However, BOI right now is at a crossroads. Nor the brand or some of its practises are currently representing the ambition of becoming a leading and independent Business Design and Strategy Innovation firm that the company is aspiring to become. Therefore, the initiation of this project was focused on one of those: understanding the practises of the company, in order to develop a new methodology that could lead to the aforementioned shift.

In doing so, the original scope of this thesis was to answer the following question: '***How can Board of Innovation develop an effective business design methodology?***'

On account of the fact that the Frame Innovation model is an approach that seeks to deepen into the problem situation before coming with any potential solution direction, it is highly necessary that we embrace complexity instead of avoiding it. For this reason, the methodology is presented in a form of nested-circles which aims to zoom out and expand, in order to concentrate further on (*see Figure 8, page 15*).

As Dorst suggests, the objective of this stage is to understand and dive deeper into the history of the problem situation. In ours, it can be seen that there are two main parts: understanding BOI on the first hand, and second, understanding what actually is Business Design; after doing so, we would be able to bridge the gap between these territories.

Keeping this bifocal approach in mind, some activities were conducted at the same pace. By doing this, we would be able to generate a heavy amount of information that could create a fuzzy, and saturated, playground full of potentially surrounding aspects that could contribute to nurture the issue. This diverse variety of information will feed the required load of knowledge from one specific angle.

From a theoretical perspective, it could be envisaged that Business Design was a very vague topic with a very unclear common understanding in industry, and the most advanced definitions were only found in articles, but not in research. Tanimoto (2018) states: "Business design is a hybrid role that blends practises from several fields: service design, design strategy, product management, business analysis and management consulting", which is the reason why finding an agreement on where Business Design sits has become tricky.

At the same time, a thorough analysis to screen the company was conducted. Following the 10 Golden Principles for framing as Dorst (2015: 100) suggested (*see Figure 15*), we had to first attack the context (or status quo) and do it while suspending the judgement. Therefore, the first step was exploring what the two extremes of this transition were: the starting point and the expected future position concerning the business design methodology of Board of Innovation.

In doing so, it was essential to comprehend what kind of capabilities BOI has right now, and what are the strengths and weaknesses of them; while also understanding what sort of offerings they have and how BOI is currently helping clients.

Diving deeper in understanding the organisation, it is crucial to understand its clients. As announced before, BOI's clients are also organically demanding this shift to become a reality. Keeping in mind the three different kinds of offerings (Capability Building, Business Design and Innovation Strategy), in 2019, the combination of Business Design and Innovation Strategy projects meant 47% of the total business. A year later, this conjunction raised to 77%, and the trend continues to grow. On that account, deepening and building their internal capabilities and expertise in these two topics has currently become strategic to the organisation.

In order to tackle this transformation, the strategy also involves growing multi-year client partnerships with core business buyers from a selected number of multinationals (*Figure 16*), with a special focus on Healthcare and Life Sciences, and Consumer Packaged Goods (CPG) brands. This action enables more stability for teams, and it also creates room for developing a bigger impact at and with the clients. However, this scope doesn't mean that they are not working for other industries, only that marketing and sales efforts are focused on these selected categories.

By having this focus, BOI wants to be relevant to clients' core businesses and, in order to do that, they need to understand and excel in that industry. In doing so, it is possible to observe an interesting point of conflict around the knowledge and expertise of the company. Nowadays, Board of Innovation provides a team of 4-5 generalist consultants that accompany the clients throughout the entire innovation process; nonetheless, in case that Board of Innovation accomplishes to perform the mentioned shift, building new internal capabilities or acquiring them externally will be an interesting factor to take a look at.

1. ATTACK THE JUDGEMENT
2. SUSPEND JUDGEMENT
3. EMBRACE COMPLEXITY
4. ZOOM OUT, EXPAND, AND CONCENTRATE
5. SEARCH FOR PATTERNS
6. DEEPEN THEMES
7. SHARPEN THE FRAMES
8. BE PREPARED
9. CREATE THE MOMENT
10. FOLLOW THROUGH

Figure 15. Ten Golden Principles for framing

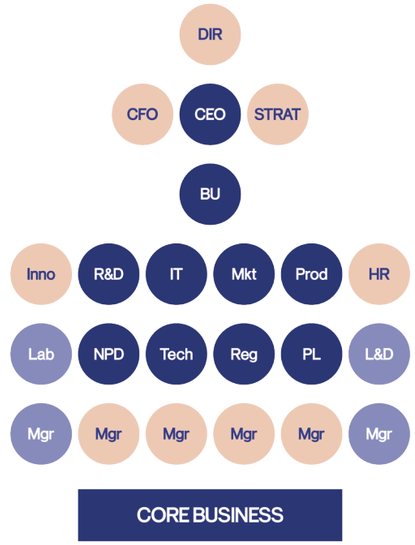


Figure 16. Desired expansion of clients

Before continuing with the analysis of this future shift, It is worth understanding the current process that the organisation has to help clients discover white spaces and navigate grey areas.

If we take a look at *Figure 17*, we can see an internal draft of an Innovation journey, based on Jobs to be done by BOI's clients. Right now, the focus of BOI is on New Proposition Development, although it is very likely that in the next few years they will both upscale and downscale in the journey – as it aligns with the desired new strategy.

Building upon the fact that clients are approaching the company with longer-term relationships with broader and larger scopes, it makes sense that the company is considering expanding their capabilities and offerings, although it is evident that they are not yet fully prepared for this shift as part of their core business.

Being 'New Proposition Development' the main business capability of the company, it is interesting to explore the ways in which they differentiate themselves within. They developed a template called 'Innovation from A to Z' which gathers all the different methodologies and approaches that they use in their projects (*summary of it can be found in Figure 6, page 15*); for the full template visit *Appendix IV*.

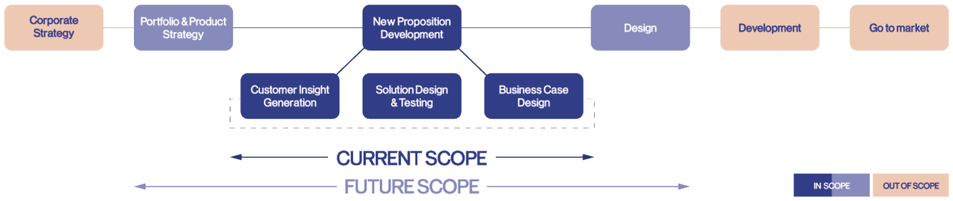


Figure 17. Expected strategy for expanding BOI's core business offering

Figure 18. Board of Innovation's journey 1

Figure 19. Board of Innovation's journey 2

Their main purpose is to create flexible and tailored approaches that attend to the needs of the clients no matter which and whom. However, by doing this, they are creating several, although seemingly similar, different approaches with different understanding of the same concepts (*Figures 18 & 19*).

It is obvious that these approaches are functioning and they are making BOI deliver high-quality work; otherwise, they would have already been out of business some time ago.

Nonetheless, the flexibility and entrepreneurial values that are at the core of the company, the diversity of the projects and clients that BOI is working on and with, the unclear connection between the different offerings and the methods, and the ever-changing and very tailored experiences makes it difficult for employees to find a common understanding of what BOI's actual methodology is.

This certitude is proven in the internal discussion that was undertaken at Board of Innovation, where it is possible to observe that there is not a clear alignment concerning what BOI has done, currently does, and should be doing next among the employees (*Figure 20*).

Nowadays, this lack of alignment is complicating the operability of the day-to-day activities at the company as it concerns several departments, being the consultants the principal affected group.

Whereas BOI's solutions are end-to-end, the

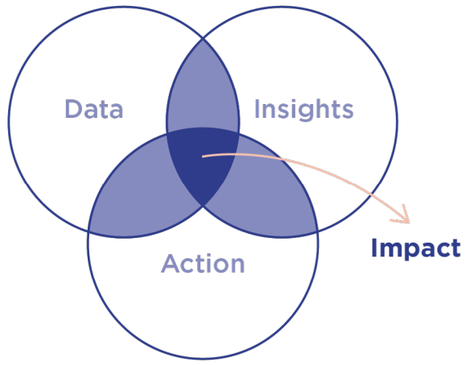


Figure 21. Venn diagram of BOI's impact

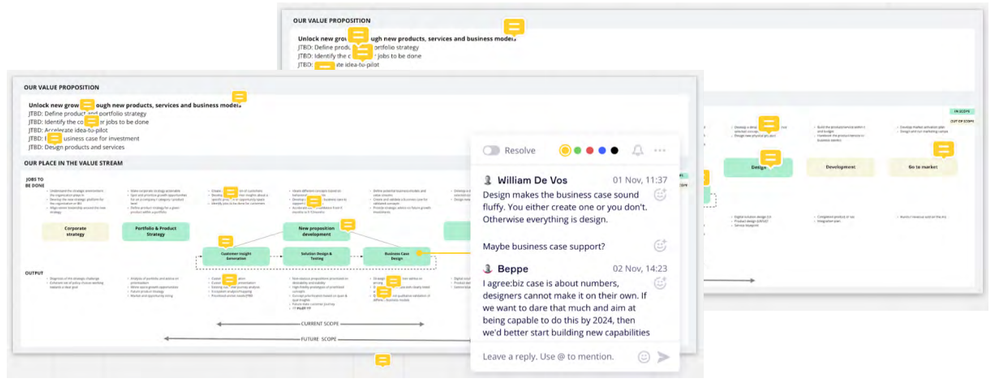


Figure 20. Internal discussion around the innovation journey of the company

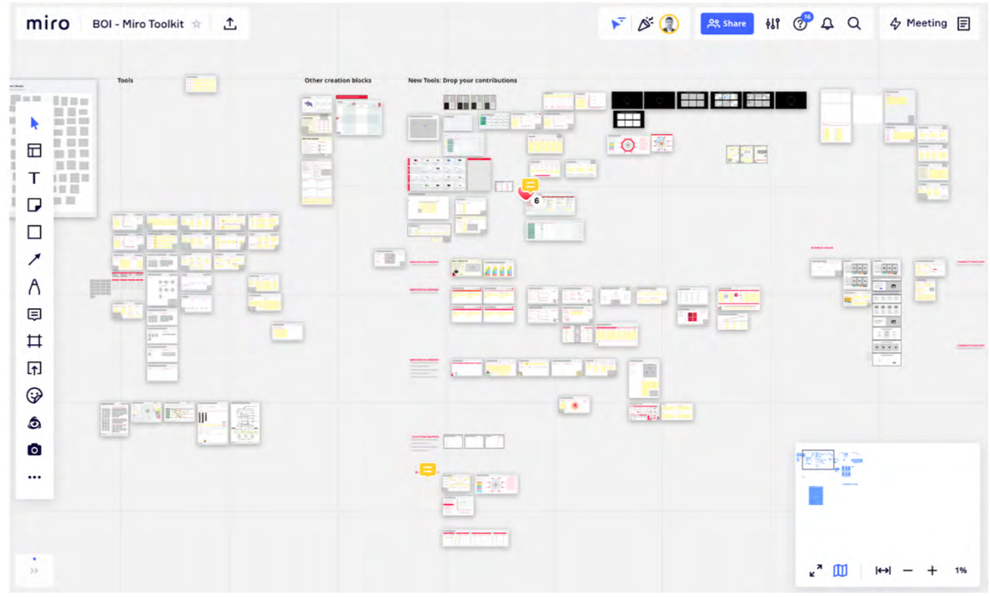


Figure 22. Snippet of the BOI tools in their website

thinking within is not really aligned. BOI is looking at the project from the initial stages of getting the data, then obtaining insights that come from them, and right after that and most important, the actions that they can take out of it. That's where the impact is coming across (*Figure 21*).

Digging deeper into the work that the company does and the way that they are coping with their offerings, BOI has built a comprehensive innovation repository on the Internet during these years. The content has really paid off so far. It has a wide reach, it is very highly regarded within the industry, and it continues to attract new clients and talent (*Figures 22 & 23*).

Notwithstanding this fact, the new strategy of Board of Innovation does not fit these capabilities anymore as they don't want to be seen as the 'tools and training' company. The positioning has not caught up with the offerings. The website feels like a toolbox and places the company in the 'Capability Building' space whence they want to escape from.

Nonetheless, tools and content is BOI's secret weapon – so is their willingness to share them. They, paradoxically, give BOI credibility, goodwill and a platform to speak from, making it difficult to completely weed it out from their core.

But the main problem is that BOI is trying to

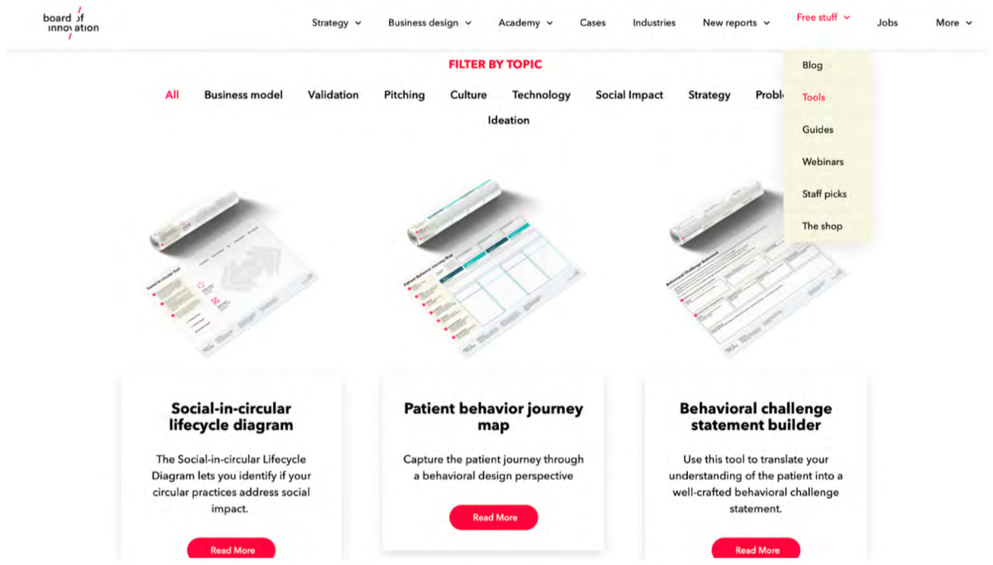


Figure 23. Overview of the miro toolkit board

be all things to all people. The kind of offerings that BOI is talking about, may seem quite vague because they don't want to hold on to themselves, and they want to be able to be very flexible. For this reason, it might seem that BOI doesn't really know what they are doing themselves, and this is the opposite of what the clients want; they are coming to BOI for clarity of thought.

There is a lack of a common narrative within, and the message that BOI is conveying to clients might look too complicated. This makes BOI feel confused, complex and underconfident. Therefore, the manner in which BOI communicates what they do is key for the experience that they are offering.

Frame Innovation | Step 2: Paradox

Once the issue that drove the organisational behaviour was identified, we jumped into the second step of the Frame Innovation model, establishing the core paradox. The key question here is to recognise what makes the problem difficult to solve, and what is the core deadlock that keeps the problem owner from moving forward.

Therefore, our paradox is compounded by two differentiated parts that are originated from the same root: the transformation that BOI is suffering or is aiming to suffer (*see Table 2*).

These two "because" result in a stalemate. This problem situation can then be summarised by the fact that BOI wanted a methodology, although they were methodology agnostics. Consequently, how could a method give structure and at the same time do not resemble methodology alike? Here, we are observing an interesting tension between "I want", and "I can't."

Thus, after formulating the core paradox, the next step is to continue zooming out. In this endeavour, we need to park aside the paradox for some time and continue the analytical phase. If we are to shift the problem situation, we have to move away from the deadlock.

Frame Innovation | Step 3: Context

The context phase starts from deepening into the inner circle of the practices of those who are going to be participants in any possible solution, by seeking out significant influences on their current behaviour. Hence, it was proven necessary to involve people at BOI at this stage of the process.

Scanning of the company was first done through exploration of its employees. Due to the fact that consultants are the core of the operations at BOI, it was decided to establish them as a starting point for the research.

In doing so, more than eleven interviews were conducted (*Figure 24*). As explained in 'Research and Design Process' (*see Chapter 1*), they were conducted by videoconference or

Because of BOI is growing and aiming at bigger projects, they need a method to be seen as knowledgeable and trustworthy.	Because a method needs to give structure and organisation, it would alter some of the core values such as being entrepreneurial, agile and personalised.

Table 2. Core paradox of Board of Innovation

in person, and through open-ended questions they were exploring core themes of the organisation like context, culture, general capabilities, etc. They aimed to provide a deep and detailed understanding of our interviewees' professional roles, and their thoughts on the different research questions. In addition to this, some other informal in-person conversations also occurred in a very organic process.

Another salient focus for conducting these interviews was to evaluate and understand the conception of Business Design within the company. As this nebulous definition was coming from literature, it was considered interesting to shift the approach and explore what is actually understood as Business Design within. The set-up of these interviews can be observed in *Appendix IV*.

Additionally to the interviews, the form in which the company is structured in combination with the different existing roles were analysed.

Each region is organised in what they call Circles. Circles are teams of consultants who own their individual client portfolio, often focused on a specific industry. Mature regions also have a regional Business Development team looking at bringing in new clients and projects. This organisation into circles as individual entities that create some room for consultants to be entrepreneurial within an organisation is very particular to Board of Innovation.

It is evident that consultants form the biggest part of the company. Therefore, focusing on this type of role as a target group for the

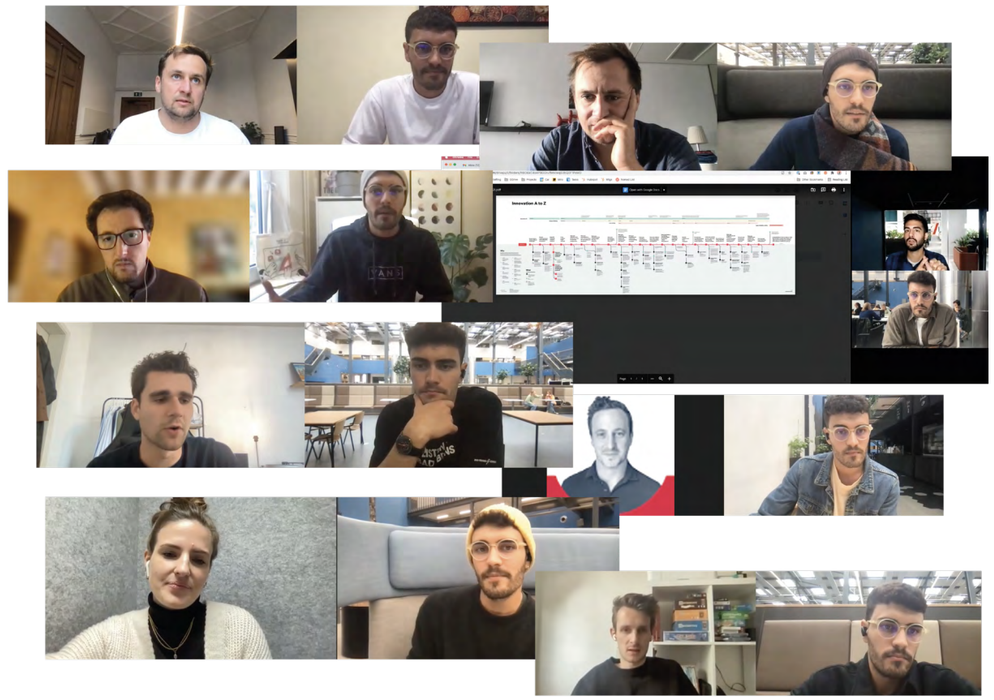


Figure 24. Some screenshots of the mentioned interviews

research it is proven to be of a significant meaning. *Figure* 25 helps to highlight these facts (see *Appendix* IV for a more detail one).

During the course of these activities – but mainly the interviewing process – two topics were unexpectedly and frequently discussed: the onboarding process and the knowledge sharing at BOI.

Findings showed that these two themes were at the same level of the creation of a potential future Business Design Methodology. Ergo, it was depicted that these three aspects were affecting and influencing each other simultaneously (*Figure* 26).

Therefore, some more interviews continued happening and these two topics were brought to the conversations in order to continue exploring the ideas around.

On top of that, two other workshops were conducted with Nick Bogaert – the company mentor. The objective of them was to continue unpackaging the history of BOI, the decisions that were made in the past, those that were not, the reasoning behind, and most importantly what are the non-negotiable boundaries that BOI had and has right now. Some snippets of these sessions can be observed in *Figure* 27.

These workshops were usually composed of two different pieces – a presentation where ideas and findings from research were introduced, and some exercises that could trigger further discussions around the topics.

During these workshops, the scope of developing a Business Design Methodology

Figure 26. Second iteration of the problem situation

was still present. Although the other two topics started getting some influence into the problem situation, they were still considered out of the scope or not relevant enough at the initiation oof the aforementioned workshops (*see Figure* 28).

In parallel with the presentation of insights, a non-mature value proposition was developed too. A business design journey – based on research yet including some arbitrary bold statements to generate confrontation and trigger discussions – with clear steps was presented (*Figure* 29).

It presents a hypothetical journey of a well-developed project from beginning to end, which incorporates a strong criticism on which aspects Board of Innovation is including right now in their projects and which they do not.

Knowing the fact that the company did not want a new organisational process but an improvement of their current one, this prototype was meant to provoke and confront their ideas by challenging the status quo. These interventions are called provotypes, i.e., intentionally designing or place certain characteristics that can be provocative or

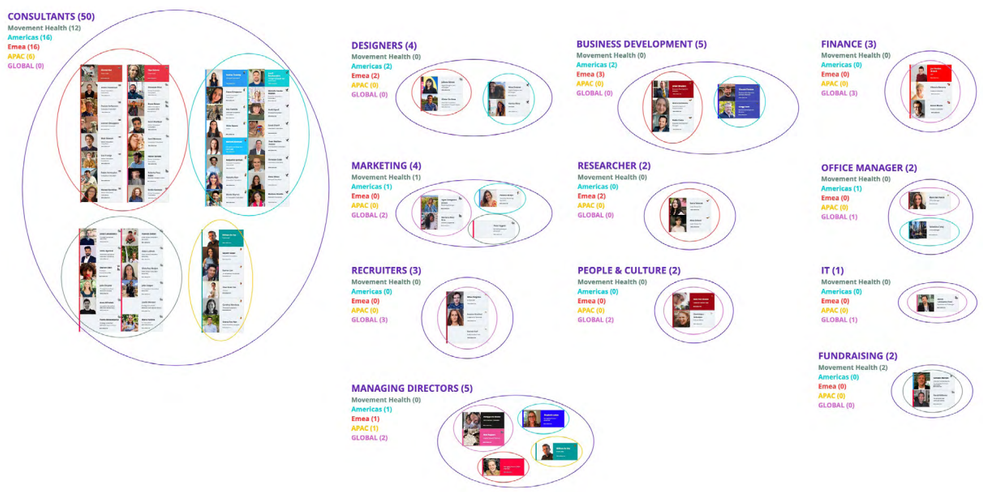


Figure 25. Organisational Design Chart of Board of Innovation based on roles.

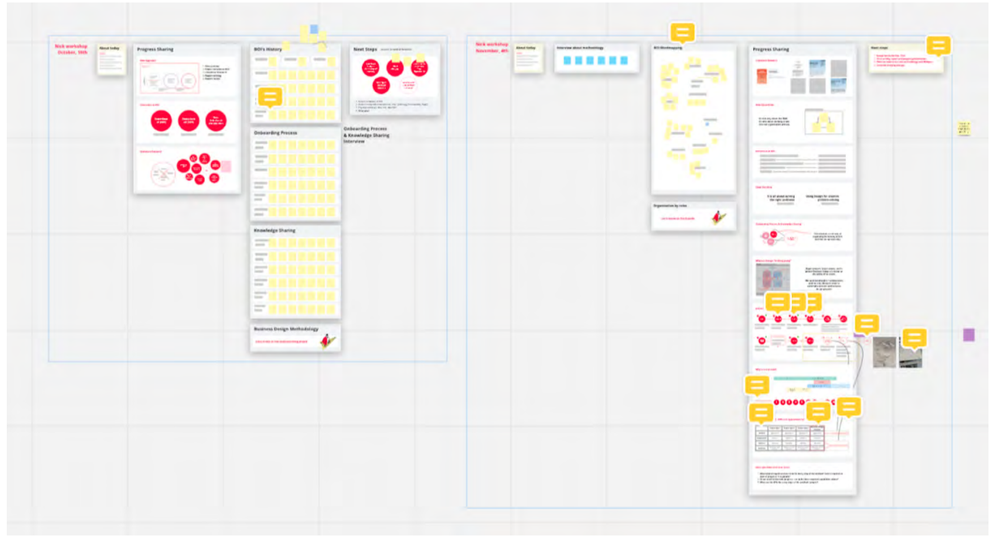


Figure 27. Screenshot of the workshop sessions in MIRO

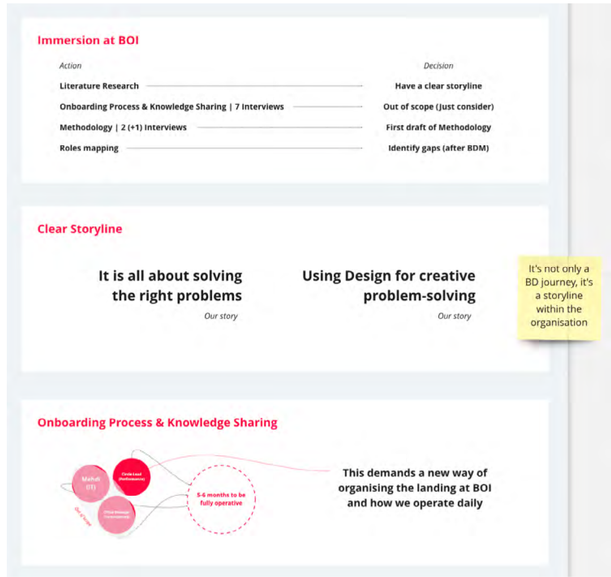


Figure 28. Presentation of insights and ideas from research

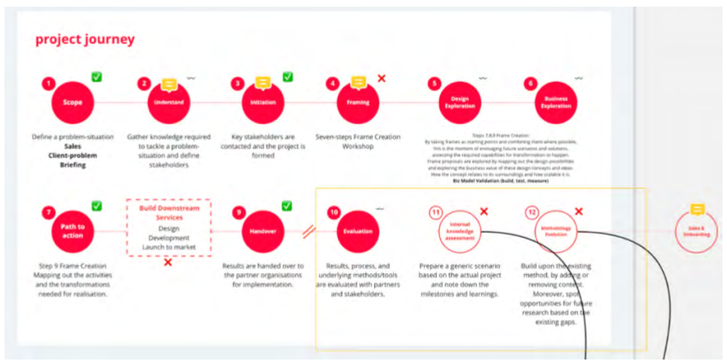


Figure 29. Hypothetical Business Design Journey

mistaken, so they can trigger reactions of people; doing this is usually the prelude of an insightful ground for uncovering 'unknown unknowns'.

The journey gathers 11 different steps that are hereafter explained:

1. Scope: Define a problem situation in collaboration with the problem owner. In this process, sales and consultants help clients prepare the briefing, and align values as well as expectations.

2. Understand: Gather knowledge required to tackle a problem-situation and define stakeholders. At this stage, it is key to challenge the status quo of the organisation, map out their current situation, their decision-making process, and their non-negotiable boundaries.

3. Initiation: Key stakeholders are contacted and the project is formed. In order to take the best out of the stakeholders, it is necessary to build an innovation mindset around the 10 golden principles for framing (*Figure* 15).

4. Framing: Frame Creation workshop until Step 7 – Futures.

5. Design and Business Exploration: By taking frames as starting points and combining them where possible, this is the moment of envisaging future scenarios and solutions, assessing the required capabilities for transformation to happen. Frame proposals are explored by mapping out the design possibilities and exploring the business value of these design concepts and ideas, and understanding of how the concept relates to its surroundings and how scalable it is.

6. Path to Action: Mapping out the activities and the transformations needed for realisation.

7. Building Downstream Services: These capabilities are missing at BOI nowadays, it is recommended to consider adding them as new offerings for clients.

8. Handover: Results are handed over to the partner organisations for implementation.

9. Evaluation: Results, process, and underlying methods/tools are evaluated with partners and stakeholders in collaboration.

10. Internal Knowledge Assessment: Prepare a generic scenario based on the actual project and note down the milestones and learnings.

11. Methodology Evolution: Build upon the existing method, by adding or removing content. Moreover, spot opportunities for future research based on the existing gaps.

In our experiment, icons (a green check, a red cross, or a black wave) were placed next to every step of the potential journey in order to point out that these activities were already being done, not present at all, or barely explored at the company. They were meant to be 'bold' statements, to see if they could trigger 'resistance' or 'opposition' to the presented ideas; if so, a discussion would pop up, creating a great scenario for exploration.

This exercise uncovered an interesting relationship between the initial steps of the journey (sales and scoping) and the final part of the journey, which was called 'offboarding' (collection of information, knowledge, and expertise).

After this new intervention was deployed and new insights were discovered, the problem situation turned to be more complex than originally thought. Not only these three main pillars were acting at the same level, they were also interconnected in a way that no clear boundaries were appreciated (*see Figure* 30).

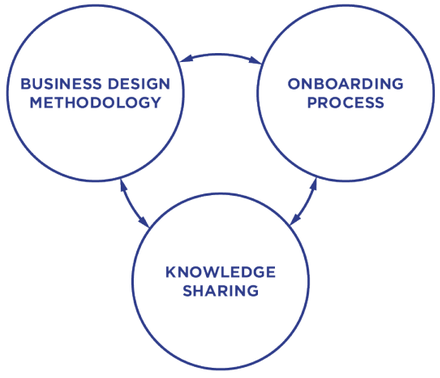


Figure 30. Third iteration of the problem situation

Then, when a reasonable overview of the entire company was achieved and saturation of insights started to appear, it was decided that it was the right moment to continue moving forward with the method.

In the same fashion, due to the coevolving nature of the process, some future directions were started to get explored – as the creation of a 'team' that could take care of the collection of knowledge at the 'Offboarding' part of this hypothetical journey (*see Figure* 31).

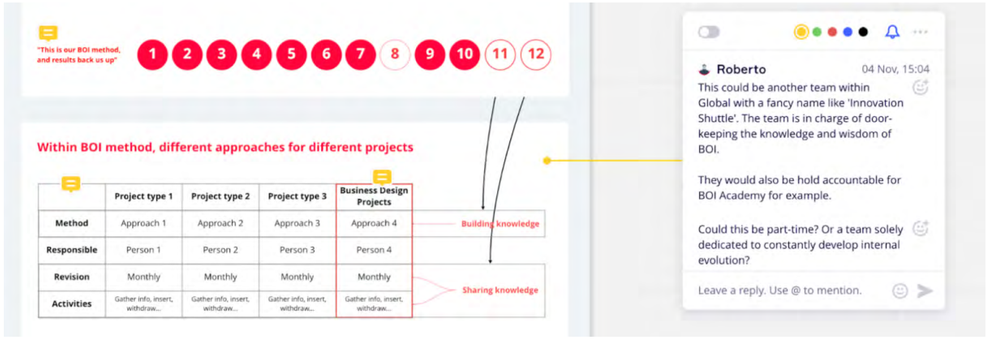


Figure 31. Presentation of insights and ideas from research

Frame Innovation | Step 4: Field

The field is about continuing widening the context, with the idea of creating an intellectual, cultural, and social space around the issue. At this stage of the process, we had to consider all potential players and stakeholders that may directly or indirectly have a word on this.

Exploration of the field focuses on uncovering deeper universal values that may inform the formulation of themes later on.

Having said this, an analysis of the company was conducted – this analysis included a SWOT analysis, a competitive positioning, and an exercise of understanding the upcoming strategic plan with its consequent timeline; this templates can be observed in *Appendix* IV.

Simultaneously, previous interviews with clients and competitors were reviewed to continue broadening the field and actually understand the entire problem-situation (*Figure* 32).

After doing so, a very captivating insight popped into the equation. A higher-level layer appeared to be crucial to solve the problem, and it is the modus operandi of the entire company (*Figure* 33). This new scope is the concrete manifestation of certain activities that have become a dead end for BOI.

Therefore, an entire reassessment of how the company and its employees approach or tackle specific events, such as projects' scoping, projects' handouts, or even the selection of the right people to work on these, deserved special attention.

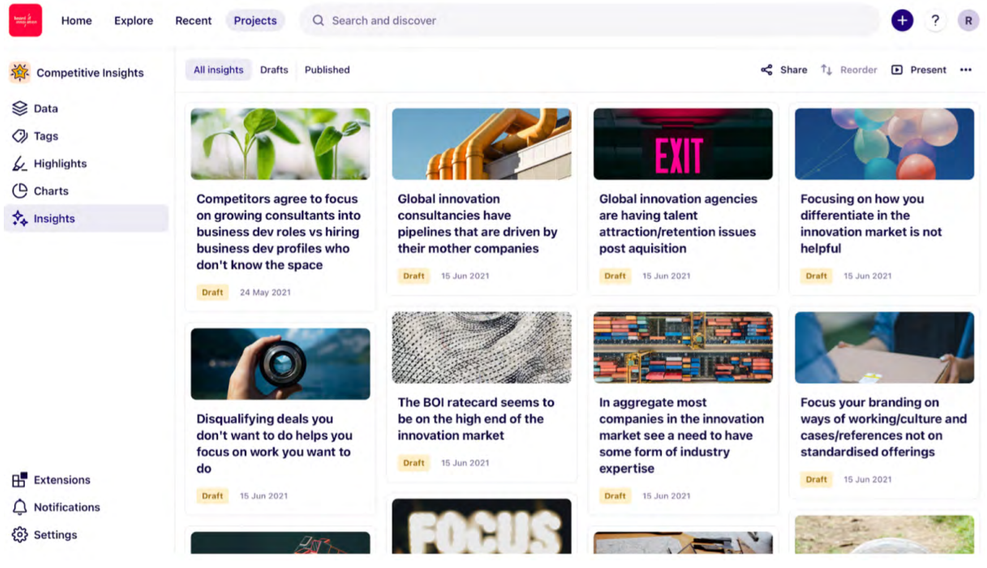


Figure 32. Snippet of some insights from the interviewing process

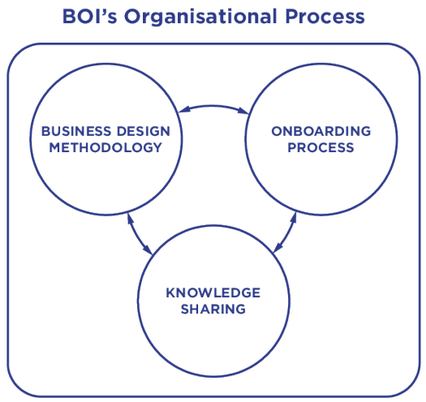


Figure 33. Fourth iteration of the problem situation

Hitherto, the scope of the project have been reconsidered four times. It started from an evaluation and generation of a Business Design Methodology, and right now it is observed that there are other latent needs that need to be addressed first whether we are to help BOI to transition to this thriving Business Design and Innovation Strategy firm that they are aiming to be. *Figure* 34 gives an overview of the coevolution of problem-solution throughout the first stage of the research phase.

Frame Innovation | Step 5: Themes

With themes, it is possible to identify and seek to understand the deeper factors that underlie the needs, motivation, and experiences of the "players" in this wider field. This was a difficult step, but a highly strategic one. Themes should not be too literal and or too close to the current solutions, and they all be centred around the core aspects of the problem brief.

It needs a creative thought process and a number of iterations, which are important and inevitable. There shall not be a rush during this part as it may affect the quality of the outcome.

After the process of interviewing – described in *Appendix IV* of the present document – some of the most relevant quotes are presented below in *Table* 3.

As introduced before, some of the data were pointing towards other different directions than Business Design Methodology, highlighting the fact that this is should not the one and only focus of this research project.

Some interviewees were outlining the lack of a method, but not only that, even more the little support when it came to arrive at the company, – as citing some quotes, "*you are expected to learn by doing*" and "*discover everything yourself*".

In addition, over all the quotes, one stood out: "It always takes around 6 months to be ready and to know everything that you should know about your job, but also in general about the company. After this time, it's likely that you've seen everything."

This insight might seem to be insignificant, but considering that it is affecting the biggest group of employees and the main producers of clients' work, it becomes crucially strategic for the development of good praxis at the company. This issue is transversally touching upon several topics: the methodology of the company, the onboarding process, the knowledge sharing, and primarily the organisational structure of the company itself.

During this interviewing process, it was also discovered that there are three main players involved in the onboarding process of a new consultant: an office manager, an IT person,

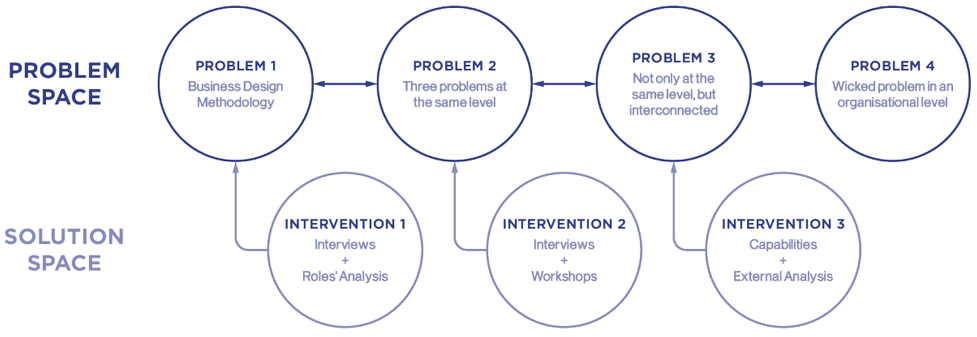


Figure 34. Overview of the coevolution of problem-solution from a research perspective

Company	Context	Clients	Competitors	Competitors
"0% growth until 2016"	"Business design space is blur, no clear definition of its scope"	"BOI is aiming to multi-year partnerships"	"I wanted a more agile, hands-on experience than the Big 4" (client)	"Don't want to spread ourselves too thin - focus on making more considered impact"
"Seen as blog and open-source toolkit"	"Design definitions revolve around the processes to answer problems of the unknown unknowns"	"Shifting from innovation buyers to core business buyers"	"I didn't want a copy-paste job" (client)	"We feel strongly about social drivers, but strategically we're moving away from it"
"No clear understanding of their process"	"Design practices have matured into a real alternative to conventional problem-solving strategies"	"We've been able to hear the voice of the patient - very clearly"	"Larger consultancies know BOI through tools and content, not through competition"	"I want to work with clients who are on board to progress their business and the world towards the better good and the good"
"Need to change external image"	"Design Thinking is not enough for facing Open, Complex, Dynamic and Networked problems"	"We don't have a lot of fun generally but in this sort of environment it was fun!"	"Young people don't want to work for the traditional companies so much"	"Our current mission sounds great, but doesn't say anything"
"Transition towards Business Design and Innovation Firm"	"Innovation doesn't mean mere inventiveness [...] we define it as something different that creates value"	"They're fluently bilingual in corporate and startup"	"The Big 4 still own the market"	"Our current mission is nice but lacks power, fun, energy, collaboration, personality"
"There is a need of a Business Design Methodology"	"Management has to develop proactive strategies to seize opportunities and properly respond to changes in the environment they are playing in through leading collective action and continuous change"	"It's a little bit like BOI are the cool young kids patiently and generously showing the older adult clients how to use the internet for the first time"	"Traditional companies are hovering up innovation firms"	"You arrived at a company that it's perceived as the best or one of the best in the methodology space, and it would have helped to have had some kind of methodology playbook"
"Located globally, in 3 different region"	"Design management is concerned with driving design upstream as well as downstream, in order to make the organisation imbued with design at every level"	"(BOI) We can still push them to the edge - but we go with them to provide stability and safety through it"	"Global innovation agencies are having trouble with talent attraction/retention"	"I didn't know anything and the first day (or the day after) I was supposed to be in a client call. That was crazy"
"Maintain an organic growth of 35%"	"The word innovation is not attractive anymore as it results very empty and vague"	"We work collaboratively with the client, becoming part of the team from day one"	"Global innovation consultancies have pipelines driven by their mother companies"	"Right now there's a little bit of everything, and you need to find your way to get the information"

Table 3. Snippet of some of the quotes from the interviewing process

Company	Context	Clients	Competitors	Competitors
"BOI has stood out for being edgy and personal"	"Successful organisations cannot rely on either exploration or exploitation alone, they have to engage with both simultaneously"	"We don't have a general framework. We build our methods around our clients' needs to help them adapt and get them to where they need to go"	"People lose interest when companies are bought out - it feels like they don't understand innovation anymore. They lose all their values that hey had when independent"	"I didn't receive any training or explanation about what our process or methodology is. The company is expecting me to get a glance of everything just by myself"
"Our way of caring about others and helping them is a very strong differentiator"	"The importance of understanding Design Thinking as an experiential learning process"	"What we do is inherently risky and ambiguous they need to trust that we'll be safe for them to work with"	"In aggregate, most companies in the innovation market see a need to have some form of industry expertise"	"This is the high level framework I use, and after that it is a mix of design thinking and lean startup, depending on what you're looking for. They're both quite similar, right?"
"We got the best humans, and they're all building planes in mid-flight"	"Frame Innovation entails a huge and fundamental shift in how people and organisations see a problem"	"With McKinsey you buy a solution. With BOI you buy a journey"	"It took them years to get Slack approved!"	"It is not a structure process at all"
"We think that being vague brings value because we don't want to offend anyone and want to be able to tailor, but my perspective is that we can lose credibility as we lack a perspective at all"	"The presence of frame innovation can give us a different perspective of novelty and the way it could be embedded into organisations, potentially leading to significantly different processes and structures"	"We change how people collaborate, work, and their mindset. Clients understand that the impact we have is on the whole company, beyond just a product"	"Big companies are seen as rigid, overpriced, and increasingly unethical"	"It always takes around 6 months to be ready and to know everything that you should know about your job, but also in general about the company. After this time, it's likely that you've seen everything"
"I was thinking recently that we are growing very fast and what the implications would be"	"The ideal frame should resolve and eliminate the problem situation that gave rise to it, and release the mind to do new things"	"Once they get to know us they love it, but you can't put that all out on the table upfront"	"Clients are tired of the big companies that don't deliver on quality"	"We can't preach if we don't know what to preach"

Table 3. Snippet of some of the quotes from the interviewing process

and a Circle-Lead (in combination with the rest of the Circle that person is going to belong to).

Technicalities, such as providing the necessary equipment, materials or set-up of the accounts, are a shared responsibility from the two first roles and it was decided not to be looked after and considered out of scope. Nonetheless, the third role affects directly the good development of the day-to-day of the consultant and her/his performance, making it essential to be considered.

Subsequently, the entire pool of data was collected and clustered into four main groups (*Figure* 35).

It is still very soon to anticipate any outcome, but it is already possible to observe that the 'Onboarding Process' group is bigger than the rest; it is followed by the 'Knowledge Sharing' group, 'BOI as a company' group, and lastly the 'Methodology' group. However, this step is still not enough, so it was important to continue moving forward and refinining the groups to extract deeper information within.

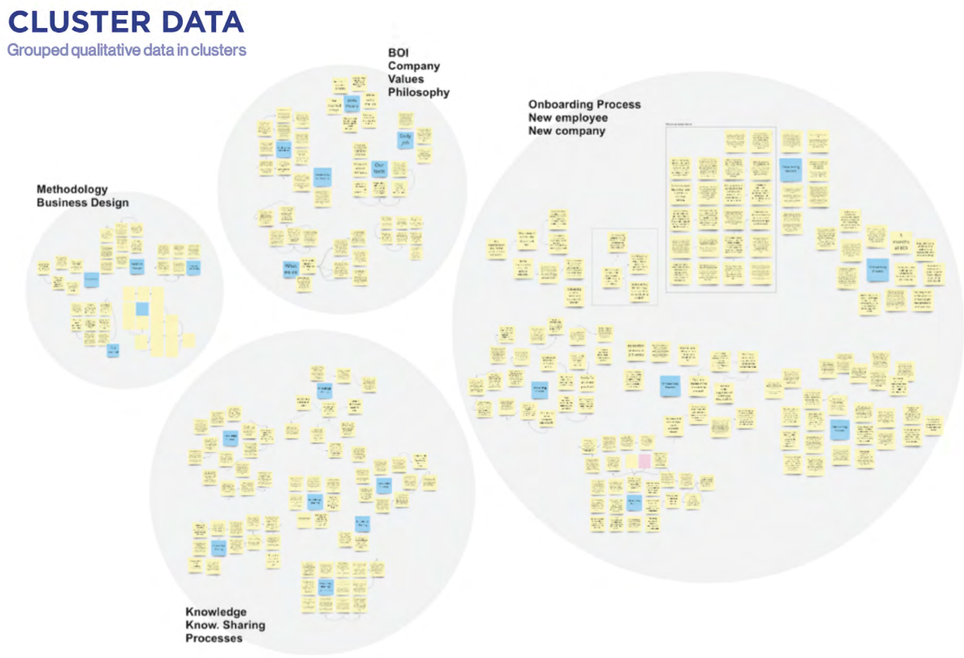


Figure 35. Overview of raw clustered data into four groups

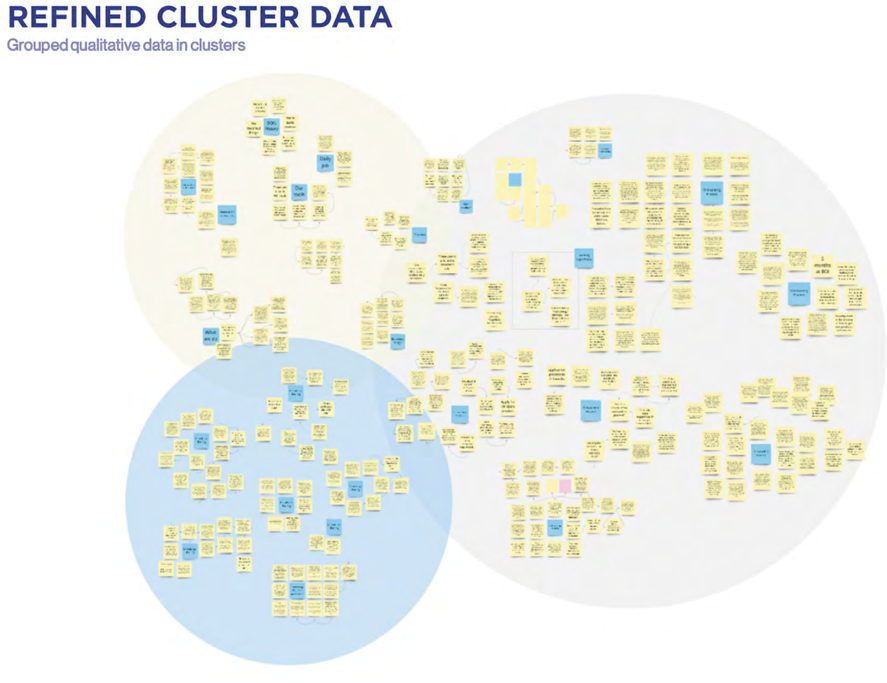


Figure 36. Refined cluster data

After refining the groups (*Figure* 36), it was possible evidence the interconnection among the topics that has been already anticipated. Knowledge and methodology were driving towards very close directions, so it was condensing them into the same group was thought to be a good idea. At the same time, the previous group called 'BOI as a company' was transformed into 'Organisational Structures' – by doing so its circle came closer to 'Onboarding' and the 'Knowledge & Method' clusters.

Next step was moving towards the 'Codes', which are the tags in blue within the clusters. There are 24 codes which compounds the baseground of the analysis undertaken, and they are shown in *Table* 4 – in no particular order.

Some of these codes has been highlighted in 'bold' as they will become important later on the process. Within these, it is worthwhile to mentioned two that did not show up in previous inquiries:

- On one hand, the appearance of 'suggestions and ideas'. Interviewees tended to give their opinions about how the problem could be solved, even before defining an actual problem. This could be aligned with the 'pressure' of finding fast solutions, which is inmensilly associated with the conventional problem-solving mindset that has been mentioned during the literature research. This fact would – at the same time – be connected to the code 'lack of time'.
- On the other hand, 'friction points' results an interesting code as it could determine the origin of 'why' the organisation is not able to solve the problem situation; therefore, it was considered relevant.

Then, an affinity diagram that could give an overview of the three main clusters was explored (*see Figure* 37). With it, it is possible to evidence the highly connectivity among the terms that belong to the clusters, remarking the overlapping issue of the clusters as shown in *Figure* 36.

Eventually, a refining of themes was undertaken in order to discover the inner underlying factors that were affecting the triple problem situation. The approach was to connect ideas and clusters in order to identify and summarise the most relevant aspects; *Figure* 38 shows the outcome of this step.

If the outcomes are carefully observed, it is possible to notice that 'Identity' could be separately understood from 'Ownership' and 'Learning Experience'. On one hand, the former manifests the core heart of the organisation while also projecting it externally; and on the other hand, the other two are sort of reflecting on the internal processes that Board of Innovation need to improve.

Eventually, an overview of the entire research process is displayed in *Figure* 39.

Being this said, for the scope of the project it was decided to focus on the two latter themes 'Ownership' and 'Learning Experience', and provide a common frame that could address both at the same time.

Frame Innovation | Step 6: Frames

After the in-depth analysis and the emergence of common themes (different from the original paradox), as mentioned above, the focus was pointed at those that are connected to internal organisational processes.

CODES (tags of clusters)					
innovation	processes	**onboarding**	**our values**	our method	clients' work
lack of time	personal experience	capabilities	my role	tailored approach	satisfaction
friction points	tools & frameworks	**learning experience**	**suggestions & ideas**	who we are	**what we do**
journey	routines	**lack of knowledge**	generalist vs. specialist	chaotic process	**responsibilties**

Table 4. Table of Codes

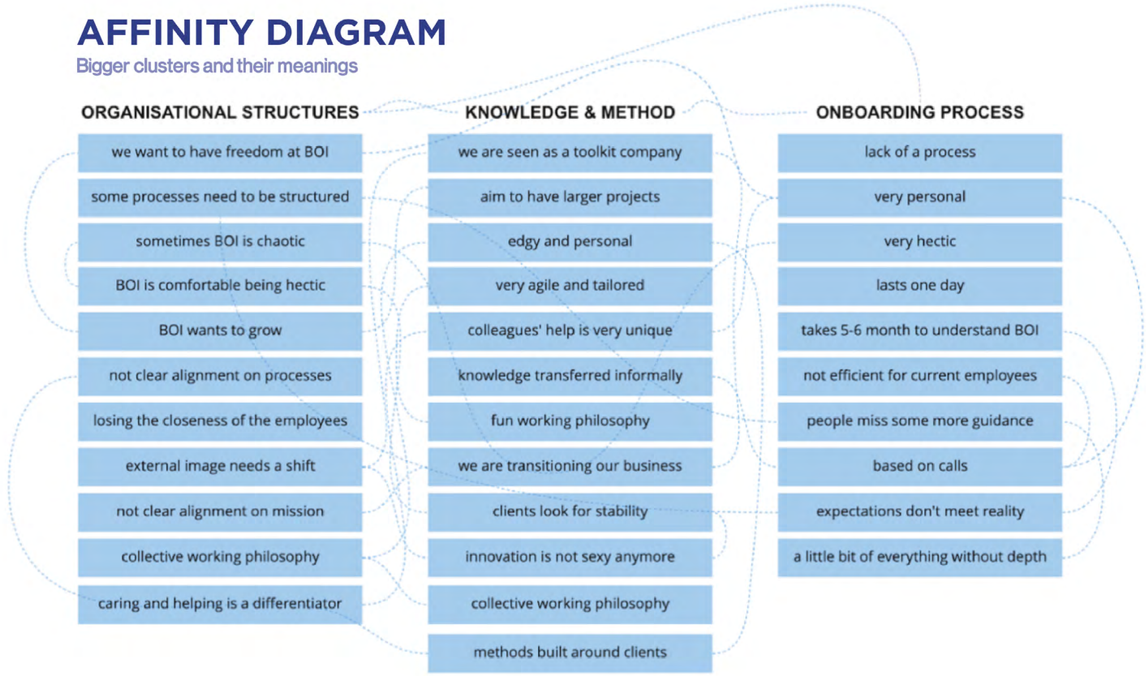


Figure 37. Affinity diagram

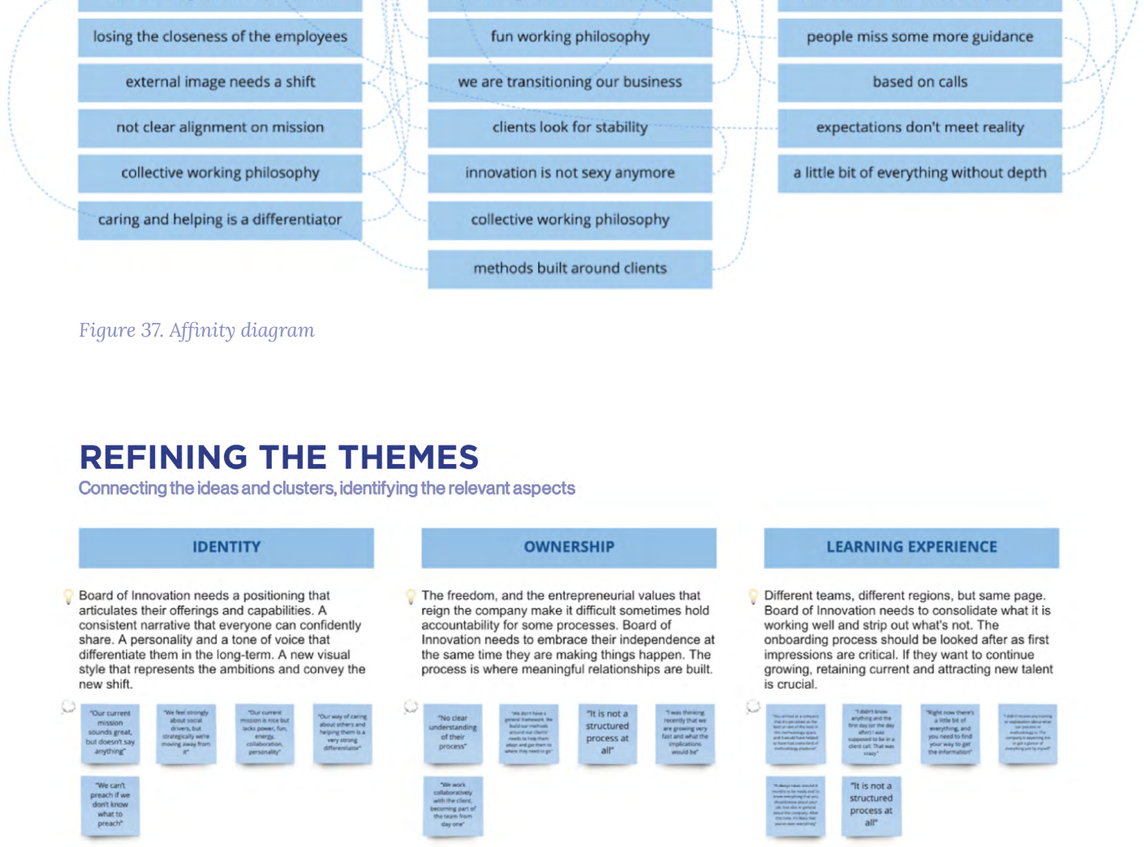


Figure 38. Refining of themes

Figure 39. Overview of the research process

While the previous steps are following a coherent and reasonable process, the creation of frames is largely a creative leap. Therefore, by using the following structure we intend to give a direction.

"IF THE PROBLEM SITUATION IS APPROACHED AS IT IS ... , THEN ..."

The objective is to create as many frames as possible and explore whether and how they can be combined (*Table* 5). The idea behind is to unleash action patterns that are close or matching, and to solution directions that overlap; if so, they become more interesting as contributions to an overall solution.

Next, the proposed frames needed to be applied to the opened and broadened problem situation (a new organisational process at BOI), and reshaped in a process of coevolution. The way of doing this is by proposing both a pattern of relationships and a design solution to generate feedback about whether we are on the right track in adopting a frame. Because of a frame and the solution ideas are only as good as the interest and commitment that they spark in BOI, the ultimate goal is to seek assurance that the selected frame leads to realistics and viable solutions.

During the development of this step, the outcomes of the Step 3 – Context – were revisited (*see Figure* 40).

Minding our triple problem situation – Business Design Methodology, Knowledge Sharing, and Onboarding Process – as well as our two targeted themes – Ownership, and Learning Experience – it was proven that these two, originally thought, unconnected areas were closer than expected. Centring the attention on this 'Offboarding' could link several pieces of our scope. It would nurture the onboarding process of new employees, and it would serve as a generation of new inputs for the current pool of employees. In addition, more inputs for sales would be generated as the knowledge collected could feedback this team in the development of new proposals.

Therefore, by taking a look back at the frames created in Table 5, and by trying to find a common frame for the two of them 'Ownership' and 'Learning Experience' – it was decided to come up with a new frame that could further investigate this issue:

"If the problem situation is approached as it is an off-boarding problem, then they would need to prioritise the collection of knowledge at the end of the project in order to affect the onboarding process."

THEMES	FRAMES
IDENTITY	If the problem situation is approached as it is a communication problem, then we would need to create a clear and consistent narrative.
	If the problem situation is approached as it is a problem of outdated values and mission, then a new character and image should be developed.
OWNERSHIP	If the problem situation is approached as it is no one responsibility to gather learnings and knowledge from projects, then it is important to incorporate this fact in people's jobs.
	If the problem situation is approached as it is a problem of having too many unstructured processes, then a more methodological perspective should be considered.
LEARNING EXPERIENCE	If the problem situation is approached as it is a lack of expertise/ knowledge, then they would need to be able to train the employees or hired new ones.
	If the problem situation is approached as it is a client's lack of understanding their needs, then they would need to know in advance future directions for their industries.

Table 5. Overview of the generated frames

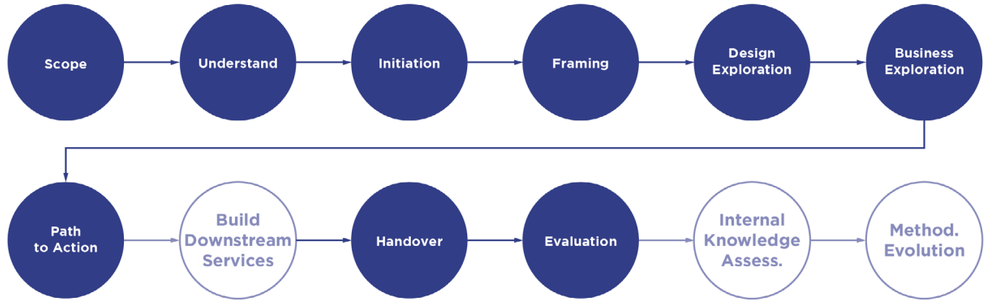


Figure 40. Organisational structure of BOI's projects

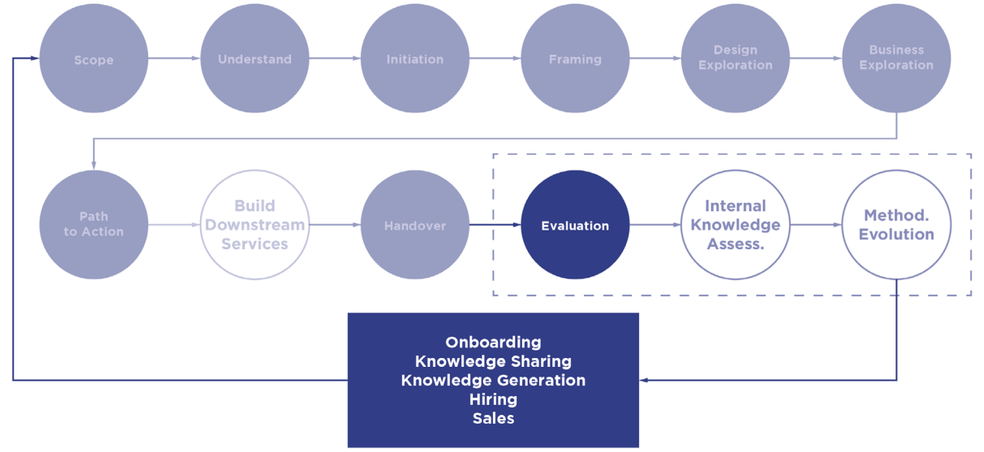


Figure 41. Problem framing from an 'Offboarding' perspective

After a proposed frame is applied to the opened, broadened problem situation, it is then reshaped in a process of coevolution. With this, we're seeking assurance that the frame leads to realistic and viable solutions. Only by proposing both a pattern of relationships and a design we will generate the feedback about whether we are on the right track in adopting a frame.

Thus, providing solutions for this frame would tactically repercute on the onboarding process, on the knowledge sharing and knowledge creation, on the strategic process of hiring people according to the needs of the company/projects/clients and, eventually, the sales process (*see Figure* 41).

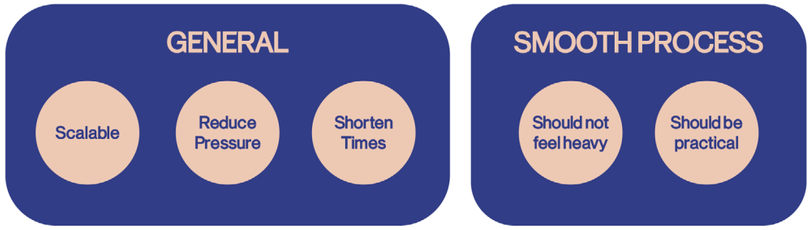
Design Requirements & Design Goal

With this frame as a starting point, we now need to connect the bigger problem situation – Business Design Methodology, Knowledge Sharing, and Onboarding Process – through the exploration of solutions for our three main themes – Identity, Ownership, and Learning Experience.

On one hand, Board of Innovation is in need of a new and refreshed starting point that will help them solve the 'Identity' problem; therefore, a rebranding could be the solution for this issue. Through this, a new positioning that can articulate their offerings and capabilities, a new narrative that can align everyone – internally and externally – and a new personality that connects with the newer ambitions is crucial.

DESIGN REQUIREMENTS

What characteristics and ideas need to be conveyed in the concept



GENERAL

Scalable: The Knowledge Sharing as well as the Onboarding Process should be adequate for the high-rate growing of BOI in the upcoming years. It should also bring clarity to remote/office strategy.

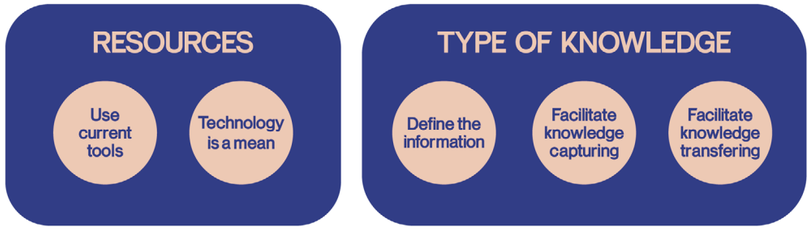
Reduce Pressure: It is important to lessen the high human-involvement of the Knowledge Sharing and the Onboarding Process. It requires too many meetings and time from other people to get to the proper information.

Shorten Times: It is associated to the previous point in the sense that the community-driven approach is affecting the process. This point is thought to influence in a long-term basis.

SMOOTH PROCESS

Should not feel heavy: The process of learning should be taught in a compelling basis, so people don't feel learning as an extra burden.

Should be practical: The learning experience should be as practical and straightforward as possible, telling relevant information, accelerating the capacity of acquiring knowledge and shortening time in a general sense.



RESOURCES

Use current tools: NOTION, Google Drive, and Slack are the main channels trhough which the information is conveyed and should serve as starting points.

Technology is a mean: In the case that new tools should be included, they should always play a key role and enhance the internal processes.

TYPE OF KNOWLEDGE

Define the information: The information should align everyone at BOI and bring clarity to processes.

Facilitate knowledge capturing: The processes should help employees to become more efficient, therefore they can perform better and bring quality.

Facilitate knowledge transferring: The processes should help employees to become more efficient, therefore they can perform better and bring quality.

Figure 42. Overview of the Design Requirements

Design Goal

BRING NEW PROCESSES THAT IMPACT THE LEARNING EXPERIENCE OF CURRENT AND NEW EMPLOYEES WITHOUT COMPROMISING THE CULTURE AND VALUES OF BOI.

This task has been dropped out of the scope of the present research and externalised to a branding and digital creative agency – DesignStudio. The results do not closely impact the outcomes of the research, yet it is necessary to keep them present since our solutions should seamlessly integrate with the new image and narrative of Board of Innovation. These are introduced in *Appendix VI*.

On the other hand, the issues of 'Ownership' and 'Learning Experience' are the ones most highly connected to the triple problem situation; ergo, the ones that have been explored throughout the project. With these themes we mean:

Ownership: Hold accountability of the processes.

Learning Experience: Different teams and regions, but common page.

Earlier on this process, a substantial problem with the collection of knowledge and the inability to reflect at the end of the projects was identified. This matter is currently difficulting the knowledge sharing process and, additionally, the proper onboarding of new employees.

Keeping all of this in mind, Design Requirements to tackle the thematic issues of 'Ownership' and 'Learning Experience' are presented in *Figure 42*.

All in all, the natural next step was defining the Design Goal of this project – which is further explored in *Figure 43*:

DESIGN GOAL(S)

According to the design requirements, what is/are the design goals

Figure 43. Overview of the Design Goals

DESIGN NOW
WHAT COMES
NEXT

FRAME CREATION PRACTICES MOVE QUITE FREELY AND CREATIVELY WITHIN THE COMPLEX PROBLEM ARENA, ALTHOUGH IDEAS ARE ONLY AS GOOD AS THE INTEREST AND COMMITMENT THAT THEY SPARK INTO ORGANISATIONS.

During the fourth chapter the directions presented before are further explored, defined and ready to be tested. Thus, the prototypes and the validation method are introduced. The chapter concludes with a holistic view of the interventions and connects the results of the validation process with the presentation of the final concept in the upcoming Chapter 6.

Problem Definition: From Problem to Frames

Frame Innovation | Step 7: Futures

The issue has been explored and understood as a high-level problem situation that is constituted of three other problems, making it difficult to solve as it is clearly becoming a wicked problem.

At this moment, it is absolutely necessary to continue trusting the Frame Innovation method. So far, complexity has been embraced and the problem situation has been zoomed out in order to fathom the roots of the question. Yet, next steps are meant to shed light on the problem situation by zooming in on it.

As introduced above, the primary objective was to come up with new processes that can impact the learning experience of current and new employees without compromising the culture and values of BOI. Hence, in order to explore potential solutions it is highly important to first understand the process of knowledge transfer at Board of Innovation; thus, current tools and mechanisms that employees at BOI use to capture and transfer information were analysed.

At this point, there was no certainty of what kind of content to include in this process, nor even in the organisation as a whole. Among others, there were still some questions that remained unanswered:

- How knowledge travel in BOI today? From whom to who?
- Is it knowledge centralised or decentralised?
- Why are people sharing knowledge with others?
- Are there barriers around it?
- When is knowledge produced? What kind?
- Is all knowledge valuable? Should we capture all of it? How do we capture it?
- What is the problem of not being able to (directly) access to knowledge instead of asking directly to someone else?
- What would make knowledge travel faster in the organisation?

As Slack has become the main vehicle for knowledge transferring within the organisation, it was decided to study the two channels where the information usually flows: #cryforhelp & #consultants (*Figures* 44 & 45).

#cryforhelp: Channel whose purpose is to ask any kind of questions.

#consultants: Defined as "Project planning, project learnings, innovation tools you want to share..."

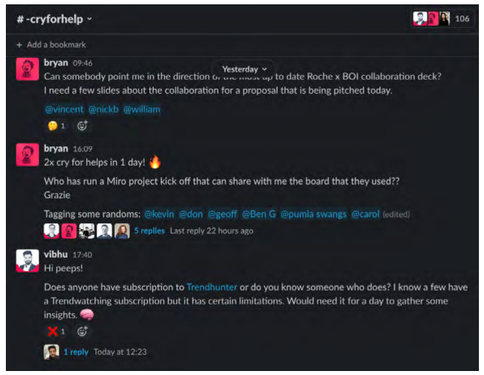


Figure 44. Snippet of #cryforhelp channel

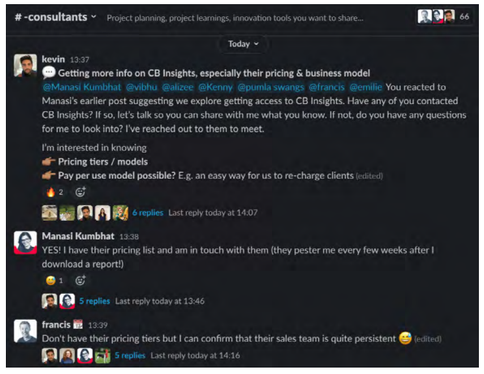


Figure 45. Snippet of #consultants channel

These channels, although seemingly similar, can be understood from different points of view. While one of them is about demanding information from others (#cryforhelp), the other one is about proactively sharing information (#consultants).

With this in mind, the following questions arose:

#cryforhelp: What are people asking for?

#consultants: What are people collecting/ sharing?

In the case that we could be able to answer them, organising knowledge and prospecting the future needs would be easier. Hence, it was decided to analyse these two channels during the period of 6 months (*Figures* 46-48).

Taking a look at *Figure* 46, it is possible to observe that the information stream is heavier in the #cryforhelp channel than in the #consultants one. A quick view of this data* allows us to remark the following interesting points:

- Sometimes, both channels are confused and combined. People also tend to ask questions around the topic of the 'consultant job' in the #consultants channel; which should be done in #cryforhelp.
- Depending on the seniority level or the amount of time that a person has been working at BOI, the kinds of questions would be different; sometimes, very basic questions are being asked by newer employees and there are not so many interactions as they are not an interesting topic to discuss; answering the same questions all the time results becoming quite annoying.

**No examples have been provided as considered not extremely relevant, prioritising the personal assessment.*

Figure 46. Snippet of the data collected from #cryforhelp (left) and #consultants (right)

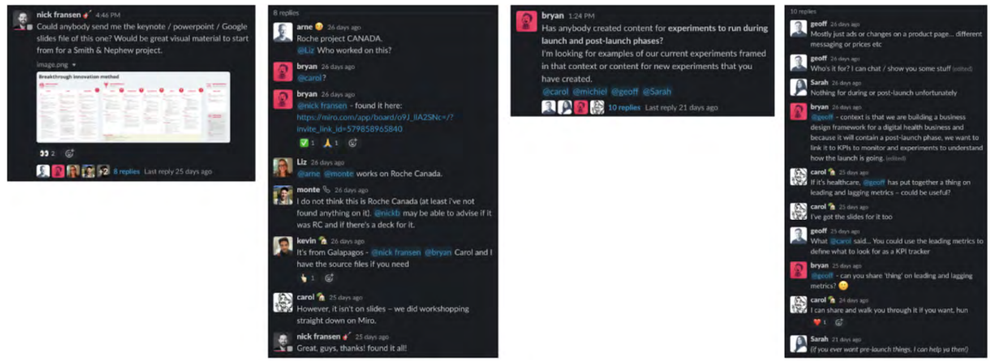


Figure 47. Examples of interactions in the channel #cryforhelp

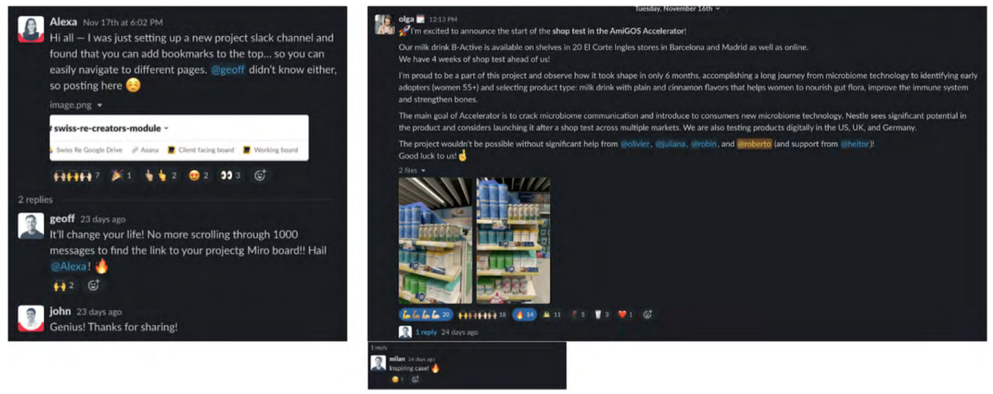


Figure 48. Examples of interactions in the #consultants channel

- The problem with information is that it is infinite; you never know when you will be done capturing everything. There is a lot of important information that gets lost, as 'importance' has different meanings depending on the experience and expertise of the person.
- You never know who needs what, in what moment, and for what purpose.
- At the same time, this information can get lost if no one asks for it.
- Equally important is the fact that this 'community-driven' way of operating is taxing on people's time. There is still room for improvement.
- Although people are conscious that there are two tools that can help to find some knowledge (Notion and Google Drive) is very time consuming when they do not know where they information could be. It is faster to ask in Slack and wait for someone to answer; coming back to the previous issue.
- Getting inspiration at the right time on the one hand, and remembering the right information to help others are very influential factors. It is not very convenient to be dependent of these elements if someone needs a fast response.
- The sort of work that it is being done at BOI is very broad and open, making it very difficult to index, classify or find the right tags.

Although a big bulk of the interactions in these channels can be traced, not knowing exactly what to look for is the main inconvenience, and this is what makes people not able to find things related to prior projects. Moreover, not nurturing the independency of people to find knowledge for themselves hugely contrast with the way of working within the organisation.

This exercise was driving us to a checkmate, as we were following the same procedure as before – forgetting what we learned: these problems cannot be looked at in isolation.

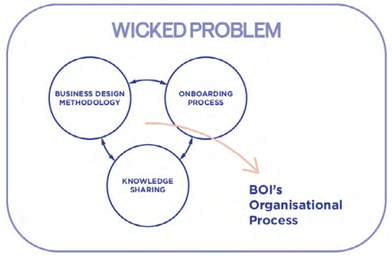
Arriving at this point pushed the project to be taken another step backwards and to be revisited from a bigger picture again. Throughout these exercises, the perspective has been deposited on the organisation point of view, leading to the conclusion that the triple problem – Business Design Methodology, Knowledge Sharing and Onboarding Process – can't be looked at in isolation, converting it into a wicked problem.

However, a new perspective arose. What if we could take a look not from an organisational point of view, but from a Human-centric perspective? By doing so, it was possible to actually make a differentiation within the organisation between new employees and current ones. This separation made the wicked problem divide too, as shown in *Figure* 49.

Therefore, if a human-centred approach is undertaken, it is possible to observe that the Onboarding Process is highly dependent on the Knowledge Sharing process that happens at Board of Innovation. Furthermore, this knowledge can be divided into two different kinds – knowledge that is organically being transferred within the company and knowledge that need to be transmitted to the new employees that join the organisation.

These two processes are defined next.

Problem from Organisation's POV



Problem from Human-Centred's POV

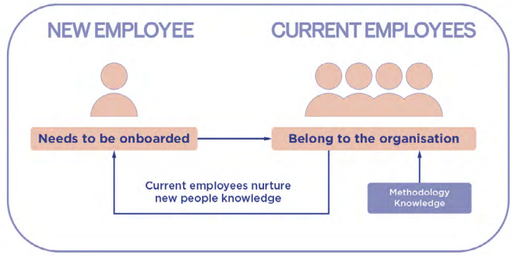


Figure 49. Contrast of perspectives

Knowledge Sharing within BOI

Current Overview

The way the knowledge is being transferred within the organisation is very particular to Board of Innovation. This fact is due to the environment that the company has created around the concept of 'helping each other', one of the core values of the firm.

Today, the organisation makes use of three different channels: Notion, Google Drive and Slack.

- Notion: This tool has become the main source of storing information and knowledge at the organisation; containing very deep layers of data.
- Google Drive: This tool is the 'official' depot of files like proposals, videos, etc.
- Slack: This tool is meant to be the main internal and fast communication instrument for the employees.

Employees know that in Google Drive and Notion they can find information from previous projects, cases, knowledge, and so on. Although, due to the fact that Board of Innovation manages a vast amount of information, it is not so easy to find the right piece of data at the right time.

Therefore, the reality is that Slack is rising as the main vehicle within the organisation. It is a fast tool that helps employees communicate to each other when they have doubts, questions or they want to steer some discussions. They continue generating ideas, new knowledge and transmitting them to each other in a very organic and informal manner. In addition, if they need further information, they usually set up individual meetings to continue exploring some topics.

Apart from that, there are monthly meetings among all the employees. During these meetings, some projects are selected and the owners share their learnings with the rest of the company. These interventions do not usually last more than 10 minutes, constraining the amount of information that can be conveyed.

In addition, the Circles organise periodical (depends on the teams) meetings to share their learnings from the projects. Some of these experiences are gathered, but there is not a consistency in doing so.

Advantages

Knowledge transferring at BOI do not follow any structure, making it travel in a very organic and natural way. This fact encourages people to have a good rapport with each other and to keep the learnings in a very informal set up, which does not put extra pressure on them.

Employees are willing to help each other at any time, arrange meetings with their fellow colleagues and spend time solving other people's problems, which make BOI a very unique environment. This way of being is what makes a strong company culture, and one of the reasons why people are usually happy belonging to the company – as we could see in previous analysis.

Drawbacks

On the other hand, this set up prioritises the continuous stream of information over the organisation. By doing this, BOI is not providing their employees with independency, as the answer to their questions are very dependent on a human factor.

Moreover, it requires constant attention to slack channels, meetings and people asking each other for help to find relevant information. This is affecting the efficiency of employees' workflow in the sense that they need to be jumping into calls to help each other constantly – which is not the scalable at all.

In addition to the aforementioned problems, when someone leaves the company, that person also takes their expertise with her/him and not leaving so many traces of her/his contributions; only the messages that can be found on Slack channels (which no one takes responsibility of collecting).

Knowledge Sharing with new employees

Current Overview

The creation and storage of knowledge within Board of Innovation serve as a baseline for the new employees that are arriving at the company. The new employee does not have to know every detail of the company, but has to get acquainted with the big picture of the organisation in order to be ready to contribute.

Nowadays, people are being 'onboarded' in one day. They are being presented with an agenda filled of meetings, which is taxing on current employees' time – something very valuable at Board of Innovation. Through these meetings they are supposed to understand the company by word of mouth from current employees.

In addition to those meetings, new employees are invited to explore the three channels of communication and storage of information that the company has by themselves – making them responsible of their own onboarding process.

Eventually, at the end of the day, the new employees should already start being in touch with their new clients and projects.

Advantages

From a company point of view, leaving new employees take responsibility of their own onboarding makes them be prepared – in a sense – for what their are supposed to face in their day-to-day job with clients.

Moreover, it is a powerful tool to create connections among the new employees and the current pool of employees.

Drawbacks

It is proven that this approach is not helping new employees to understand the organisation or start fully contributing to the company sooner than 5-6 months. The misorganisation that happens in the knowledge transferring among current employees, results in a chaos for new employees who are not yet used to this way of working; making it even more difficult for them to be onboarded at Board of Innovation.

There is no differentiation between juniors and seniors. The process is the same for both, assuming that both have present the same level of knowledge and expertise. Likewise, there are people who learn slower than others, and there is no room for them to take their time to understand the company – since as a new employee, you are supposed to start working from day one.

In the same fashion as the knowledge transferring among current employees, this 'community-driven' process is taxing on people's time, making it not scalable if the firm is supposed to grow and incorporate new employees continuously.

Conclusions: Internal Knowledge

As stated in the previously in this Chapter, everybody at BOI knows that Notion is the 'bible' of the company in terms of knowledge, but at the same time, Google Drive also storages a lot of information concerning this topic. On the other hand – it is not its main function – Slack is becoming a significantly important organ for transferring information among the employees. As a result, no one is nowadays making use of them in the same fashion, generating an internal problem of consistency.All in all, the information is being left free to flow, without not so much control, within the organisation.

From a personal point of view, structure and organisation do not necessarily need to imply constraints nor drive the company to become corporate all of a sudden. Instead, it might facilitates knowledge capturing processes, and, ultimately, it can make the consultation of this information more efficient for employees – providing them sufficient independency to not be hooked to their fellow colleagues' expertise.

Conclusions: New Knowledge

Board of Innovation believes in 'learning on the job' as an approach, which is sort of working for current employees but not fully for the new ones – the process results exhausting and inefficient. The company manages a vast amount of information that cannot be communicated on one single day. Moreover, if the new employees are supposed to manage their own onboarding process, the least the company could do is providing them with sufficient time to undertake this task.

The company is lacking of a structured orientation process, leaving it to the responsibility of their current employees – which could lead to different kinds of problems, such as forgetting to provide all the necessary information about the company.

Equally important, there is not a proper training program that could prepare the new employees. They are supposed to deliver quality work from day one, without conveying what is good or bad in the development of this work.

Therefore, there is yet room for improvement within the Onboarding Process of Board of Innovation.

In this way, the present thesis focuses on tackling the issues of Knowledge Sharing and Onboarding Process by providing solutions that can fulfil the themes of 'Ownership' and 'Learning Experience'. The combination of issues will be treated as a single problem (the learning experience at BOI), with a dual approach – the current internal knowledge sharing at the company and the knowledge that need to be shared with new employees, i.e., the onboarding process.

Strategic Interventions

During this section, interventions will be presented in the form of scenarios that were meant to explore better future situations at Board of Innovation. Being this said, two main contributions to the structure of the organisation are presented hereafter – the creation of a new role within the company, the Product Manager, and a new Onboarding Process.

Intervention for Internal Knowledge Sharing

This intervention is focused on the spectrum of the current employees. A current employee is a person who is considered already onboarded, and has been in the organisation for at least 6 months. This person belongs to a Circle (team) and develops clients' work on a regular basis. Her/His projects follow a structured process for which materials, information and knowledge are available in Notion or Google Drive.

However, during these projects, there are some gaps that need to be filled with new information or knowledge that his person is not yet familiar with. For that reason, new structures are implemented at Board of Innovation, using Notion as a main source.

In order to provide a better picture of the situation, personas and journey maps have been developed and presented hereafter (*Figures* 50-51).

Although these two personas have different levels of seniority, the process of developing projects with clients is quite the same. Thus, these personas – as a representation of the pool of employees – go through the same pains and difficult milestones during the process of accessing new knowledge when needed.

For this first series of intervention, it is necessary to take a look back at the Organisational Structure of Board of Innovation's projects (Figure 52); being this journey understood as a generic summary of the work of consultants at BOI, and serving as as a starting point for our interventions.

The context of these interventions revolves around the hectiness, the fast pace of the work, and the continuous appearance of new clients and projects which do not allow consultants to dedicate an acceptable amount of time to collect and share information with the rest of the organisation in a proper manner. As introduced above, no one feels responsible for this task, therefore some interventions are explored next (see Figures 53-55).

Scenario 1

It explores the idea of extending the timespan of every stage of the project, so consultants are provided with time simultaneously with the progress of the project and, consequently, they will take ownership of the collection of learnings and knowledge throughout the project.

Scenario 2

It changes the understanding of when a project should be considered finished. Nowadays, after the handover of the project to the client, consultants are forced to jump into new ones since the pipeline is quite tight; being this the endpoint. This scenario looks into providing extra time to consultants at the end of the projects – after finishing the relationship with the client – and including 3 steps to that facilitates the process of reflection and collection of data.

Scenario 3

It becomes the most radical approach. As consultants are not taking ownership of this processes, it was thought necessary to create a new role and appoint a person within the company that could take over these tasks and liberate consultants from this extra responsibility.

Being these approaches presented to Board of Innovation, the first two scenarios did not seem to spark any interest within the company. The pipelines of projects, as mentioned, are very tight and not very dependent of BOI alone; making it difficult to plan with that much time in advance.

However, Scenario 3 did resulted interesting for the organisation. The creation of this role would serve as a boost for the improvement of those activities surrounding the methodology, the capabilities, the offerings, the internal understanding of knowledge and it will even directly affect other process like the Onboarding by nurturing the information that is being shared with these new employees; this role is further developed next.

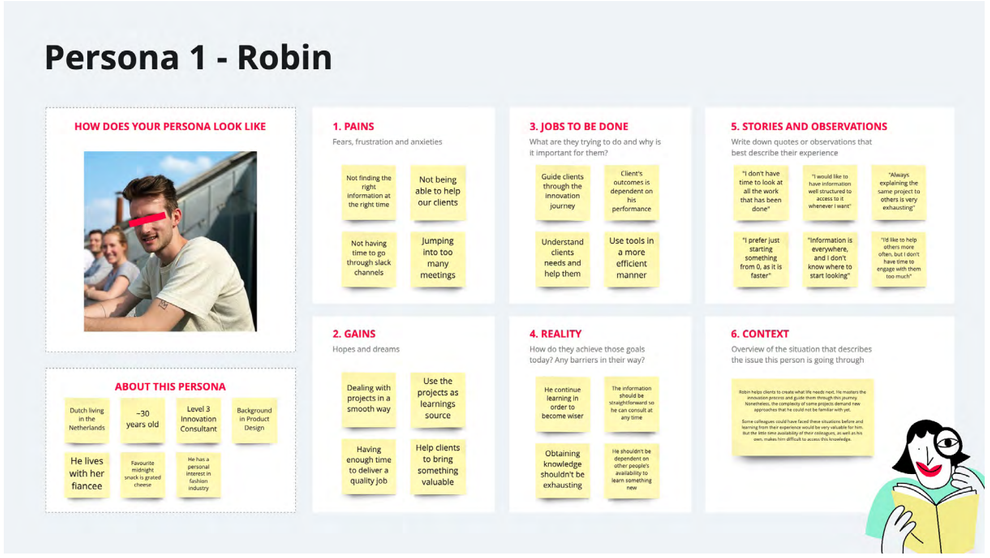


Figure 50. Current junior employee persona

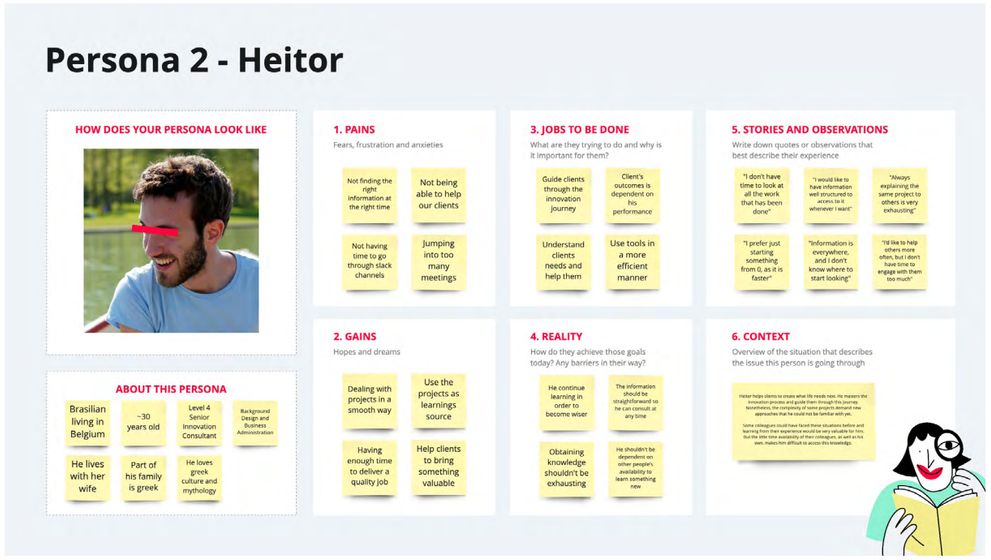
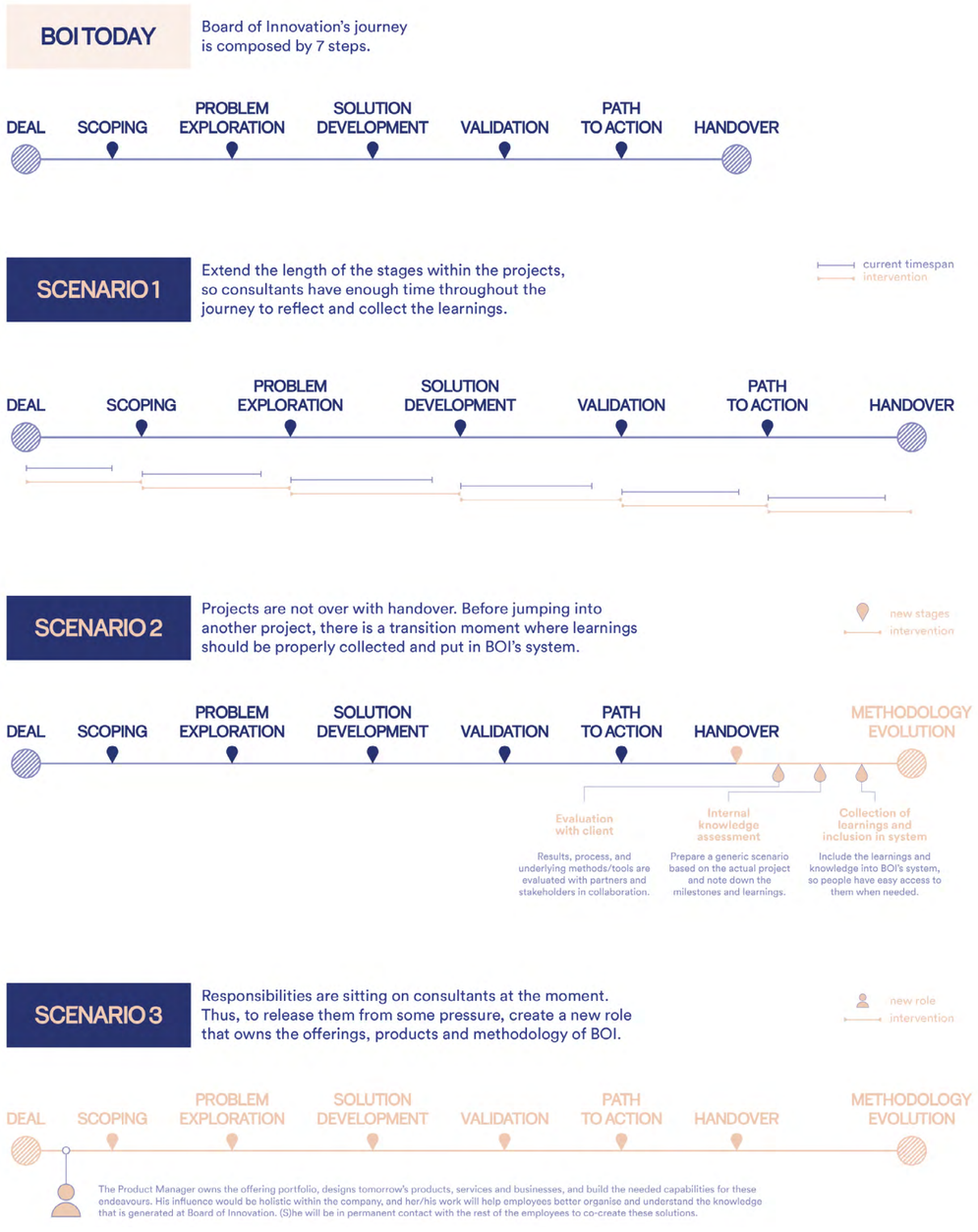


Figure 51. Current senior employee persona

The following diagrams visualise when and how some interventions would be deployed. This can serve as an ideation process of potential solutions.



Figures 52-55. Interventions for the internal knowledge sharing

The Product Manager takes over

As Board of Innovation rebrands itself and lays down a bold competitive strategy for the coming three years, all while growing at high rates across regions, Global Headquarters is piloting a new internal role to be tested during Q1-Q2 2022. The aim of this role is to strategically enable all circles and business development teams to shift and uplevel BOI's offerings to clients, and build the capabilities needed to deliver world-class work that they can feel proud of.

This role has two main responsibilities in order of importance:

Own the offering portfolio and drive the shift towards selling projects that imagine and create tomorrow's products, services and businesses.

- Work with the regional business development teams to define their product vision and offers in line with BOI's strategic direction (scalable and flexible solutions – not fix formats) to strengthen our commercial position.
- Enable the shift to sell dedicated teams of specialists on projects, tied to capabilities, rather than 1-2 generalist coach/consultant/facilitators.
- Structurally up-level their sales proposals by driving a shift from proposals that are focused on programs and tools, towards proposals that inspire through strategic prototypes, tailored inspiration, and innovative formats.
- Work across all functions to differentiate and position BOI's offerings as more tech-enabled than competitors (e.g. Frog, IDEO).

Drive the shift towards building world-class capabilities that will enable BOI to deliver ambitious projects that imagine and create tomorrow's products, services, and businesses in a tech-enabled form.

- Maintain an overview of BOI's ability to deliver against capabilities – identifying gaps and opportunities to raise the bar for clients.
- Own the client-facing tool stack, and continuously enable the testing and scaling of the latest tools and services – that will level up the delivery capability by being more tech-enabled.
- Engage the BOI community in co-creating, co-piloting, and scaling our new capabilities while managing a company-wide innovation funnel (idea, pilot, scale, formalize).
- Own the BOI Method part of the onboarding process, and take responsibility for globally up-leveling this process to make it more scalable (less pressure on circles), effective (quicker new employee turnaround time), on strategy/brand (alignment in BOI ways of working) and tailored (specialized roles/levels).
- Inform the recruitment process with an understanding of next-level capabilities the company seek to bring into and define appropriate evaluation tests.
- Hold accountability of how the offerings and capabilities are internally communicated, and for bring appropriate taxonomy, definitions and consistency required to help BOI organise across regions.
- Enable peer to peer knowledge sharing and cutting-edge knowledge creation across circles and regions, scaling this knowledge across the company.

On the other hand, this role does not involve:

Acting as help desk for new employee onboarding or ongoing projects – the aim is to keep that in community-driven support mechanisms through slack channels.

Acting as a quality controller for projects delivered to clients.

Having introduced the activities that this role ought to perform, Table 6 summarises them.

All in all, by defining the foci of the Product Manager, we are addressing some of the pain points that the organisation is presently facing around knowledge sharing. Not only that, this work will be also repercuting into the knowledge that is transferred to the new employees of Board of Innovation; which is subsequently explored.

TIMELINE	MAIN ACTIVITIES	SUBACTIVITIES
PRESENT	Offerings & Portfolio	Define Product Vision and Offers (taxonomy and consistency)
		Structure of employees pool to sell teams of specialists
		Manage and reflect on tools pool
		BOI Method for Onboarding
		Strengthen commercial position
		Upscale Proposals what clients ask vs. what we can do)
		Differentiation from competitors through technology
		Enable peer-to-peer knowledge sharing
FUTURE	Envision new products, services, and businesses in a tech-enabled way	Identify gaps and opportunities
		Build world-class capabilities
		Scalability of BOI Method
		Inform recruitment process about gaps in capabilities
		Co-creation, co-pilot and scale new capabilities through experimentation
		Enable peer-to-peer knowledge sharing

Table 6. Overview of the Product Manager's main activities

Intervention for Onboarding Process

This intervention therefore concerns the other spectrum of employees, the new ones that have been recently hired and need to be welcome into the organsation.

Board of Innovation presents a very intense and arduous hiring process – so in order to belong to the organisation – this employee has had to put a lot of effort during this procedure; this fact will be analysed later.

Before proposing any potential solution, it was also necessary to first understand what are the needs of a new employee and what is the information that needs to be conveyed from Board of Innovation. This exploration is summarised in *Figure* 56.

Through that picture, it was possible to fathom that the onboarding process – although structured – should be very tailored to the personal and professional situation of the 'Onboardee'. There should be a common understanding of the company in terms of culture, offerings, working philosophy and rapport with other colleagues, among others. Nonetheless, other factors such as the previous experience or the seniority level of this person should be considered when 'training' them.

The next step was to get acquainted with the situation of a new employee being onboarded today in Board of Innovation (*see Figure* 57).

The picture – not surprisingly – demonstrates that this is definitely not a smooth process. The first stage (hiring) results in a very bumpy journey due to the intensity of the process, filled with several touchpoints. Then, between obtaining a contract and officially starting the onboarding process, it is possible to observe that the journey mainly sits on the positive feelings side. During the onboarding process, it is worthy to highlight the appearance of negative feelings in several steps: arranging hardware and software with the IT Manager (as it is a 'boring' practice; at the end of the day, after having had too many calls (it is quite exhausting to be continually jumping into calls); and overall, the part of accessing to the information (as the amount of knowledge happens to be overwhelming, even more, when that person needs to explore everything by her/himself). Last but not least, starting with real work becomes a shot of positive feelings until that person needs to deal with clients without being fully knowledgeable with the method, the tools, the working philosophy, etc.

From this exercise, it was possible to notice several pain points or not-so-good practices

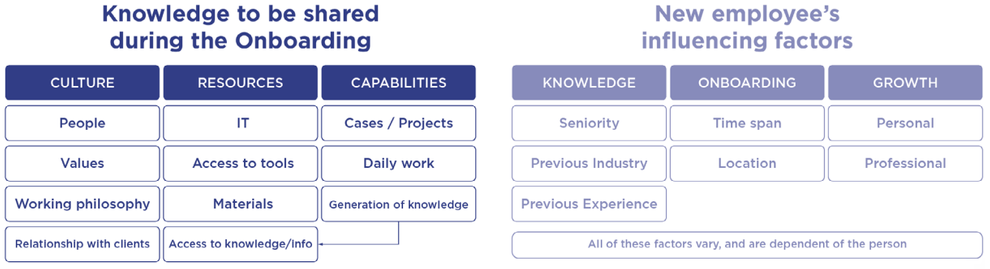


Figure 56. Actions to consider during an onboarding process

Figure 57. Current Onboarding Journey of a new consultant

that the organisation is doing right now, for example in the hiring stage. The process is outdated and not aligned anymore with the new strategy of the organisation. Besides, it is not linked with the level of seniority as a Junior Business Designer will have the same test assessment as a Circle Lead – expectations are not completely clear either. This part is something to be looked at by the Product Manager as one of his main activities in the future.

In addition, it is observable that the moment of getting an overview of the methods, processes, and/or tools of the company is very rough; highlighting the fact that something needs to be done – like a restructuring of the knowledge by the Product Manager, as introduced before. From internal research conducted at the company, it was discovered that a regular consultant takes around 5-6 months to be fully knowledgeable about BOI, hence, starting client's work from day one is not very convenient, creating unnecessary stress in these people.

At Board of Innovation, there are three different roles that share the responsibility for the onboarding process – the Office Manager, the IT Manager, and the Circle Lead; examples from the organisation, in a storytelling format, are provided below (*see Figures* 58-60).

After these roles have been introduced, the journey map presented in *Figure* 57 has been further developed in the form of a service blueprint to offer a full holistic picture of the current onboarding process at Board of Innovation (*see Figure* 61).

With this blueprint, as we were mentioning, it is possible to observe the intense process of recruitment that the applicants usually go through in order to get inside Board of Innovation. Moreover, it also showcases the main activities that need to be done as supporting processes by the staff of Board of Innovation – the Recruiter, the Office Manager, the IT Manager, and the Circle Lead – and the connections with the actions that consultants go throughout their journey.

After this overview is presented, some pain points have been spotted, and later identified as opportunities to intervene *(see Figure* 62).

For this second series of interventions, a summarised overview of the current onboarding journey has been provided as a starting point for the interventions (*Figure* 63).

Albeit some opportunities are present during the initial steps of this journey, they have been considered out of scope and they will not be looked after during the present thesis. Therefore, the main interventions are going to provide future scenarios for the Pre-Onboarding and Onboarding stages only (*Figure* 64).

The context of these interventions *(see Figures* 65-69) are based on the knowledge acquired during the research process, which led to discovery of pain points of new employees and/or improvable experiences throughout the journey. In doing so, the ideas hereafter presented in the form of scenarios are fed by the outcomes of the conducted literature review on this topic – collected in *Appendix* V.

Figure 58. Overview of the Office Manager role during the Onboarding process

Figure 59. Overview of the IT Manager role during the Onboarding process

Figure 60. Overview of the Circle Lead role during the Onboarding process

Scenario 1
It explores the idea of extending the timespan of Pre-Onboarding to a week and make it more purposeful. Technicalities such us materials, tools and/or accounts can be prepared in advance, so the new employee has everything already set-up before day 1 of work; by doing so, (s)he can be more straightforward to acquiring knowledge and be ready to contribute to the teams in a faster pace. Likewise, it also explores the possibility of providing the new employees access to the current pool of employees in order to start nurturing the social aspects of the onboarding process. In this way, the new employee won't be landing non an absolute unknown organisation the week after, reducing the feeling of solitude.

Scenario 2
It also provides an extension of the timeframe, in this case the onboarding process – which is equalled to 1 week too. From research (see Appendix V), it is noticeable that the Onboarding Process is constituted by two main activities – an Orientation and some Trainning. By providing more time in the beginning for the new employee to get a glance on the organisation, it is possible to ramp up the efficiency of this person and make her/him ready to contribute with her/his team faster. In this way, we are also

Current Onboarding Process at Board of Innovation

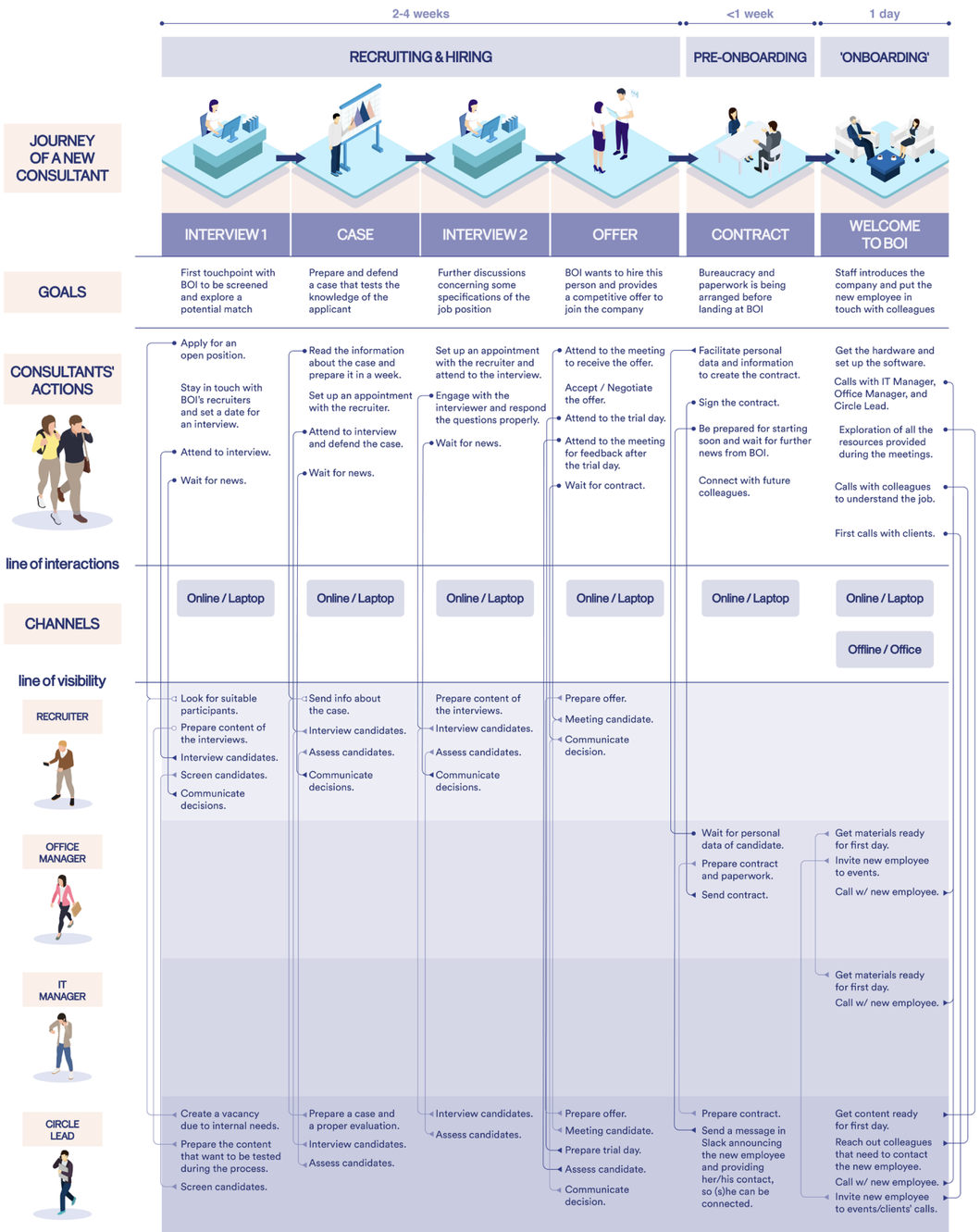


Figure 61. Service blueprint of the current Onboarding process of Board of Innovation

Opportunities within the current Onboarding Process

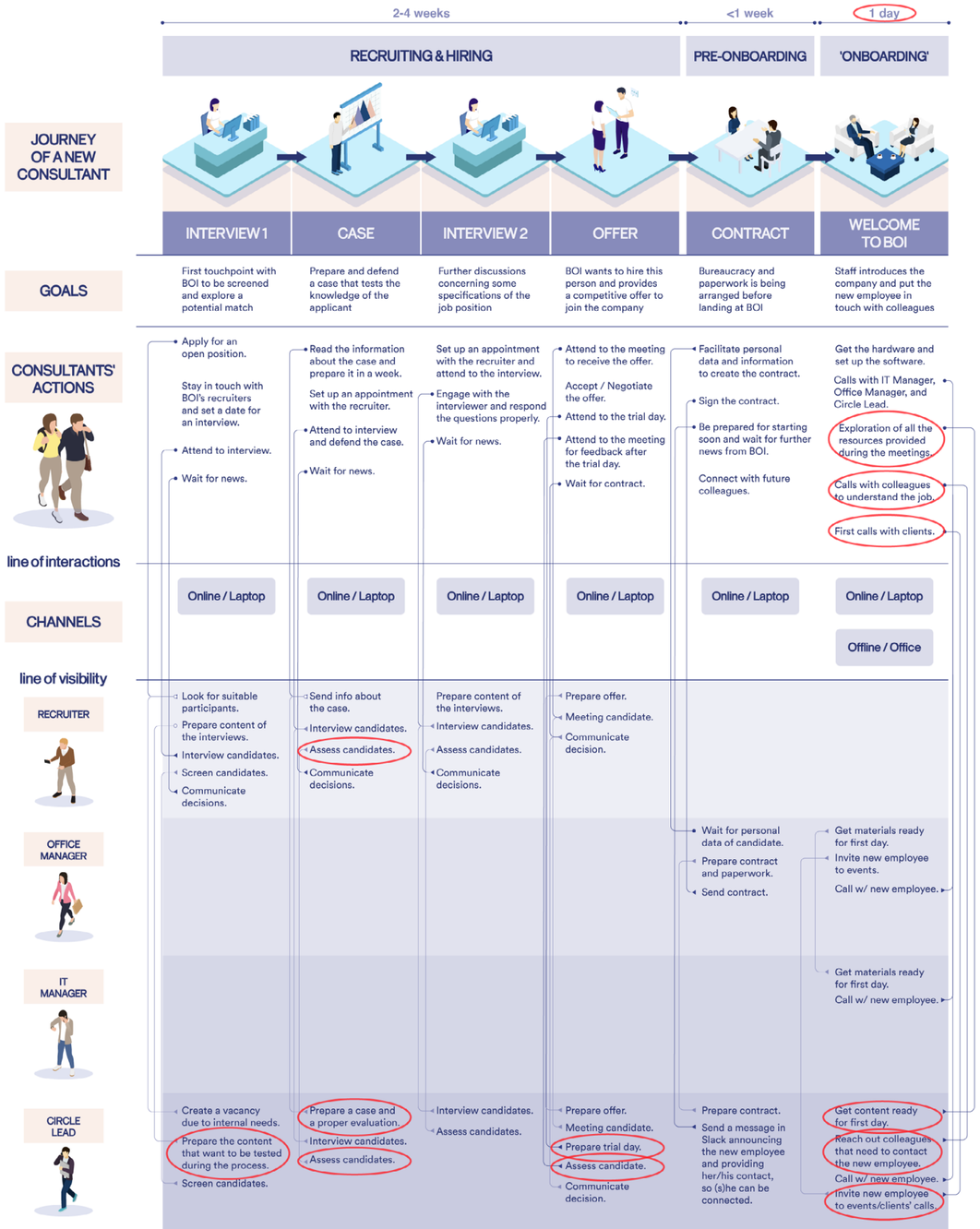


Figure 62. Opportunities within the current Onboarding process of Board of Innovation

The following diagrams visualise when and how some interventions would be deployed. This can serve as an ideation process of potential solutions.

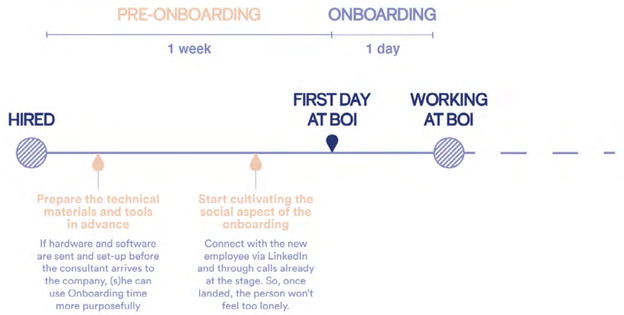
BOI TODAY

Board of Innovation's journey is composed by 5 steps.

FOCUS ON PRE-ONBOARDING & ONBOARDING

SCENARIO 1

Reconsider the pre-onbarding stage to include social and organisational activities that can make employees use their onboarding time more purposefully.



SCENARIO 2

Extend the length of the onboarding up to one week to include an orientarion phase and a training phase.

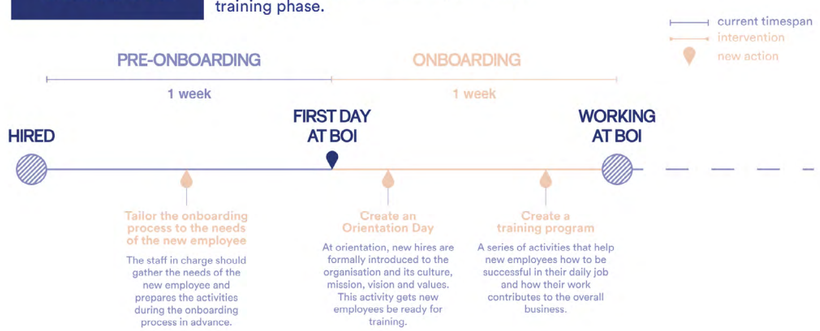
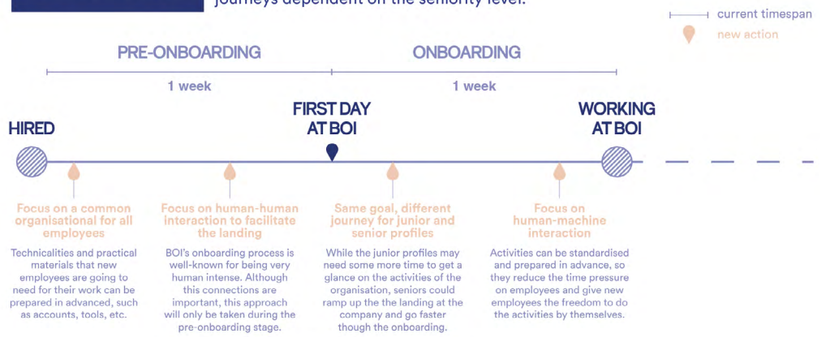


Figure 63-66. Interventions for the Onboarding Process

The following diagrams visualise when and how some interventions would be deployed. This can serve as an ideation process of potential solutions.

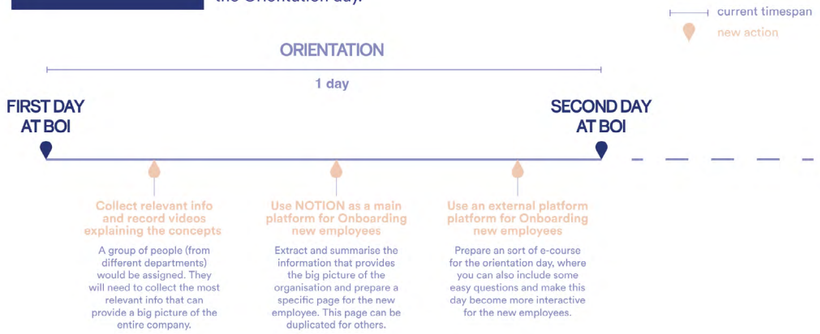
SCENARIO 3

Using Scenario 2 as a starting point, this one explores the possibility of tailoring different journeys dependent on the seniority level.



SCENARIO 4

Taking the Onboarding as a baseline, this Scenario explores different possibilities for the Orientation day.



SCENARIO 5

Taking the Onboarding as a baseline, this Scenario explores different possibilities for the Training days.

Figures 67-69. Interventions for the Onboarding Process

avoiding potential pitfalls of the habits that the new employee has and making her/him understand BOI's working philosophy, so (s)he can deliver quality work from day 1.

Scenario 3

It uses the previous one as a starting point for including new interventions that focus on providing different journeys to the new employees, depending on their seniority levels. The main contribution is to relegate the human-human interactions – characteristic from BOI, and taxing on current employees time – in favour of a more human-machine interaction during the Onboarding Process. Building on the idea of Scenario 1, we could mostly move the human-human interactions to the Pre-Onboarding stage with a common approach that does not differentiate in the seniority levels at this point. Later on, diverse activities for diverse roles and seniority levels will be prepared during the week of onboarding; although these activities/ workshops/trainings are different, all of them should ensure that the new employees is prepared to contribute no matter their roles.

Scenario 4

focuses specifically on the Orientation Day. This would be done in a conference-style form, where the new employees can gather the big picture of the organisation. For that, information such as values, mission, vision, organisational structure of BOI, regions, and departments should be gather in advance. It is suggested that the responsibles of every department gather their own knowledge and record a video explaining the most relevant aspects; the videos would be recorded once and transferred in a similar fashion to any new employee, as they will be generic and standard information that is not likely to change in the short-term. Moreover, two different approaches to showcase this videos are being provided – a NOTION page, or a platform that can guarantee that the new employee accomplish the tasks.

Scenario 5

Last but not least, focuses on the Training days. In this intervention, Circle Leaders and the Product Manager will be asked to spot the most crucial information/ knowledge that need to be transferred to the new employees according to their roles. At the same time, these people should prepared evaluation forms (that could be presented in diverse ways from questionnaires to deliverables) and have some calls to assess if the employees are fathoming the objectives of the day. In this Scenario, there is a clear differentiation between junior and senior profiles. While seniors are expected to be acknowledgeable in processes and tools, juniors should be receiving more intensive training in these.

Being these scenarios and interventions the baseline for providing a complete solution to the Onboarding Process, a proposal of a new Onboarding Process is given next.

Proposal for a New Onboarding Process

For companies that desire to provide a great employee experience, a proper onboarding process becomes essential. In the situation of Board of Innovation, it becomes a key factor too since the organisation wants to continue growing – aiming for having ~150 people by 2024. In doing so, talent retention is highly important.

Hence, this proposal is going to defend the position of the long-term approach over the one day "onboarding" that Board of Innovation has nowadays.

With the claim "The onboarding should be a moment of celebration, not a stressful process", the proposed solution aims to fulfil the following points: increase retention; increase employee engagement; reduce turnovers and its costs; save costs in new hirings; enhance performance; and maintain and enrich BOI's culture.

This second contribution to the proposed solution is going to be an Onboarding Process that combines Orientation and Experiential Learning. Before this new rebranded Onboarding Process, it is important to define some terminologies that it is going to be used, such as the understanding of 'Orientation' and 'Onboarding'.

After introducing literature research on Onboarding Processes and breaking down some of its features (see Appendix V), it is unfair to say that Board of Innovation is not practicing nowadays any of the aforementioned points, e.g., the company is very active on the social purpose and is making big efforts to maintain and enrich the cultural aspects.

Being this said, the purpose of the potential solution is not to fully eradicate every current practice, but to bring new ones that can improve the Onboarding process while embracing and adapting those that are working well today.

Some strategies for a successful Onboarding Process for Board of Innovation have been highlighted and recommended hereafter.

Strategies for an Onboarding Process

There are several aspects to be considered in advance in order to design a proper experience for new employees.

1. The company should manifest a proactive approach, even before the new employee arrives into the organisation – like closing every paperwork in advance, so the onboarding focus on what really matters. Moreover, the firm should hold accountable for this process instead of depositing the burden on the employee.
2. The process should be simple and personal via customised assignments and evaluations.
3. Current employees and future teammates should also be prepared for the arrival of new ones.
4. Prepare, in advance, a list of things that are (not) important at the organisation and need to be conveyed.
5. The focus should be on making the employee feel at home and celebrate her/ his arrival. The company should be happy and proud that the person is joining the organisation, therefore the primary goal is to understand the employee, not to fill her/him with tons of information.
6. Feelings, assessments, feedback and suggestions should be collected through follow-up meetings with the new employee. By doing this, the company is able to improve its own process making it become a learning procedure for the organisation too.
7. The Managers or Circle Leads (at Board of Innovation) should be the central figure of reference for the new employee and their role should consist on guiding/coaching, engaging and assessing. For that, their responsibilities and priorities should be reviewed during the onboarding of a new employee.
8. The figure of an 'Onboarding buddy' should be created. This person could be part of the same team as reporting structures will be easier. (S)he will make sure that the transition goes smoothly.
9. Last but not least, the inclusion of digital tools should not mean a replacement for human interactions. Their purpose is to support and encourage employees to create long-lasting relationships.

Among all of these strategies, it is worth noting the number eight – the creation of an 'Onboarding buddy'. This person will be also key in the onboarding as (s)he will be accompanying the new employee for at least 90 days since her/his arrival. (S)he will be also providing a deeper dive into the products and offerings at Board of Innovation.

According to research (Klinghoffer et al., 2019), onboarding buddies will provide the type of context that is not possible to include in playbooks, making it a precious commodity for the new employee. They can also shed light on cultural norms and any unspoken rules that exist, which could lead to a much smoother transition into the organization.

Likewise, the same study showcases some interesting data around this figure: those employees who met their buddies more than eight times in the first 90 days saw their productivity increased up to a 97%; moreover, by the same time period, those employees experienced a 36% increase in their satisfaction.

However, as well as the Manager's/Circle Lead's role needs to be reviewed during the Pre-Onboarding, the role of the 'buddy' should go through the same process. This person might need to reassign some workload in order to effectively the onboarding of the new employee.

Therefore, with all of these strategies into consideration, a journey with activities was suggested and tested with the company (see Figure 70); further development of this step will be shown during the upcoming 'Prototyping & Validation' section.

The exposure of this journey eventually led to the final proposal of a new Onboarding Process presented in *Figure* 71. Hence, a deeper explanation of this proposal as well as a structure to get started with the proposal (*Figure* 72) are presented next. Eventually, the drafts of two potential tools, that will help the leaders prepare tailored onboarding processes for new employees are shown in *Figure* 73 and *Figure* 74.

The Onboarding Process (*Figure* 71) shows the journey the new employees go through once arrived at the company. To capture the essential learnings of this moment, the journey suggests a different approach: 'The organisations should adapt to the needs of the new employee'. Consequently, the Onboarding Process results in a tailored program that will be defined according to the needs of every person.

It is composed by three main stages – a one-week Pre-Onboarding, a one-day Orientation, and a four-days Training. While the two first parts are standardised and similar to everyone arriving at Board of Innovation, it is the 4-days Training program at the end of the journey what makes this process tailored.

Moreover, the way of interacting between new employees and staff during the journey have also been modified. The Pre-Onboarding is now the only part that requires an intense human-human interaction. By doing this, it is possible to somewhat liberate the Circle Lead from the Onboarding week and stop taxing their time. Likewise, it nurtures the social aspects of the moment even before the new employee gets into the organisation, making him avoid feeling lonely or stress due to the fact of arriving to an unknown company.

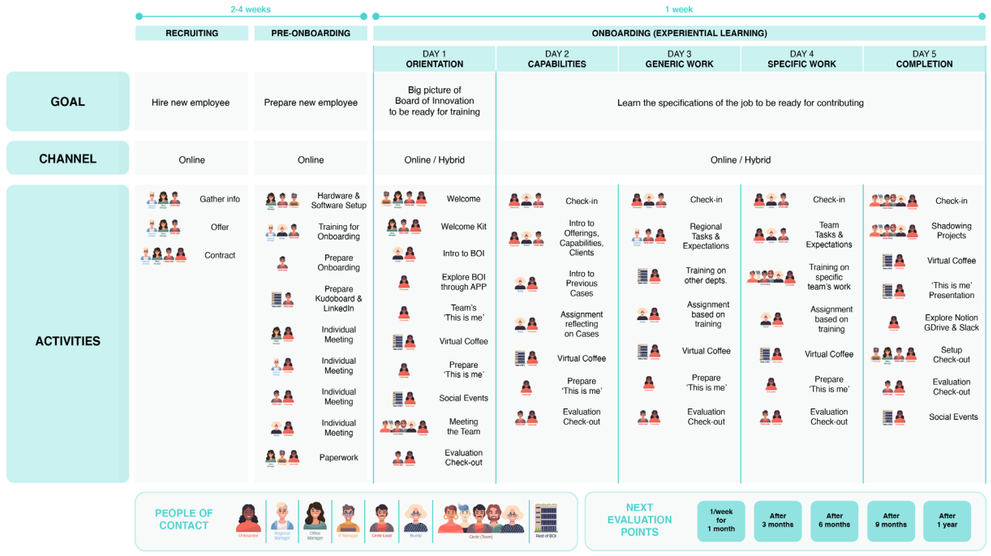


Figure 70. First proposal of Onboarding Process

The role of the employee is to calmly sit and and absorb all of this information. Therefore, the first day is not so overwhelming as it was before.

On the other hand, Orientation and Training stages are based on a more human-machine interaction. The new employee is left with a series of activities that he can go through by herself/himself during the days, adding only two activities a day with the Circle Lead – a check-in in the morning, and a check-out in the afternoon.

Digging deeper into the role of the Circle Lead during this process, it is possible to observe that the highest workload manifests during the Pre-Onboarding stage. This is the moment where the information from the new employee should be gathered in order to prepare her/him a tailored training program one week before. After the collection of data is done, the new employee will arrange all the activities for the training program; remember that the Orientation is going to be standardised so there is no need to be cyclically prepared.

Orientation

As introduced before, the Orientation will be a conference-style format where the new employees are introduced to the bigger picture of Board of Innovation. For this solution, a Notion Page with videos of people explaining different concepts will be prepared.

These videos are going to be prepared in advance, and since they are part of general content of the organisation they do not need to be redone until big changes occur at Board of Innovation.

Training

The training will consist of a summum of four days of activities with different purposes. The idea that a consultant, already knowledgeable on innovation processes, will be able to be delivering quality work from day one at the BOI way is a big mistake the company is committing nowadays. Hence, this stage appears as a solution for this misconception.

The trainings are not only providing the employees the structures and dynamics of the organisation, but the certainty to BOI that this new person will be able to properly represent the company as a whole.

These trainings will be deployed on a MIRO Board and they will consist of a short introduction to the concept (by the presentation of Cases, tools, outcomes of previous work), and a hypothetical similar scenario. The person should complete some tasks according to the briefing presented and use the real past BOI Cases as an extra help or inspiration. In this way, going through the previous cases do not result only in an annoying and boring reading, instead the new employees are learning them in a more practical and purposeful way.

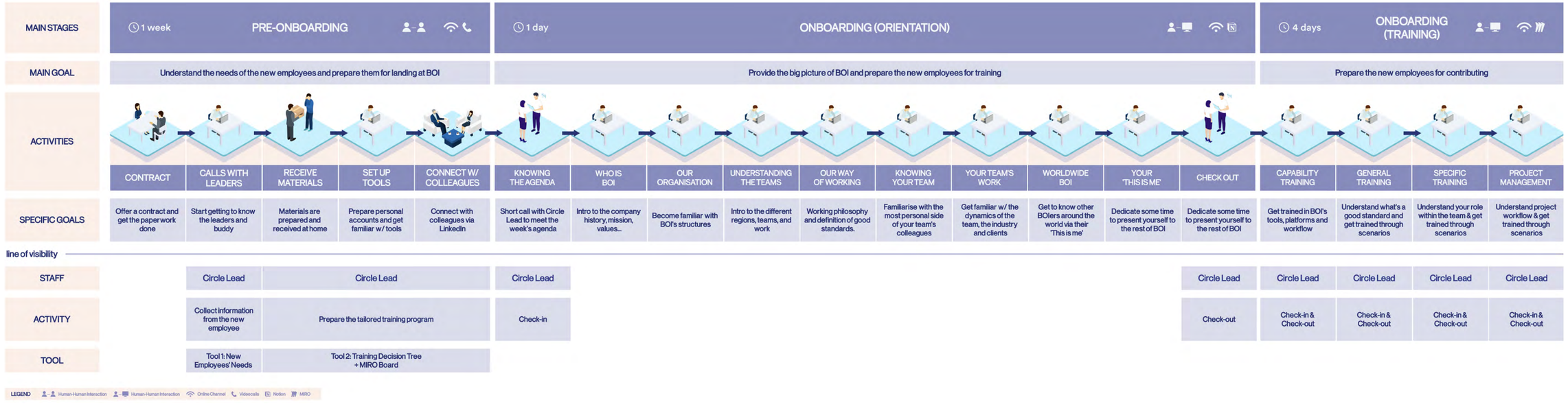


Figure 71. New Onboarding Journey

To make this process happen, the Circle Leads count with two tools that will help her/him in undertake this endeavour (*Figure* 73 & 74).

The mentioned tools are the outcomes of the process depicted in *Figure* 72.

This tasks will happen once and will consist of a series of workshops that will help the staff co-create and organised all the activities that will take part of the Onboarding Process.

The Orientation preparation will consist on a simple exercise. It will allow those people who need to prepare the videos, to organise the information and be conscious of the resources that they need to prepare in advance to record a good quality video.

Once all the videos are prepared, they can be gathered in a Notion page that will serve as Orientation Platform for this first day.

On the other hand, the preparation for the training will be a somehow more intense as these trainings need to be thought very carefully. Using the same structure of following a workshop, it will provide with a list of activities and a learning flow of information according to these activities.

On a second level, two tools will be created. *Figures* 73 & 74 give an visual of how they would potentially loook like.

Tool 1: New Employee's Needs
This tool could be a simple form to collect information from the new employee that will later serve to go through Tool 2. The main milestones will be discovered from the aforementioned workshop.

Tool 2: Training Decision Tree
This tool could gather four different decision trees, one for each kind of training. With the information gathered from Tool 1, the Circle Lead can go through every decision tree and mark those activities that fit the persona of the new employee.

Once (s)he has completed this exercise, the trainings will be ready in a MIRO Board, so the Circle Lead only need to copy and paste those that fits the employee in a new MIRO Board for her/his Onboarding Training.

These workshops are hereafter presented, in the prototyping section.

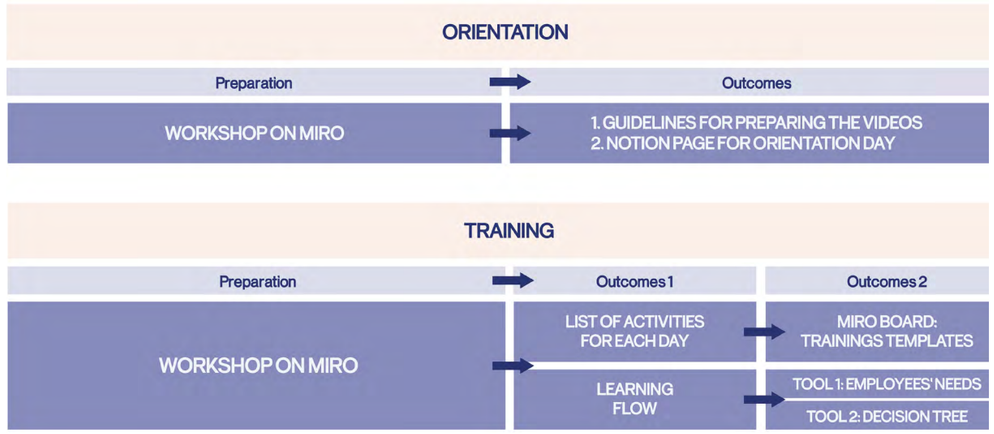


Figure 72. Structure to kick-off the solution at the company

TOOL 1
COLLECT INFO FROM EMPLOYEE

Figure 73. Tool 1 draft

TOOL 2
DECISION TREE FOR ONBOARDING TRAINING

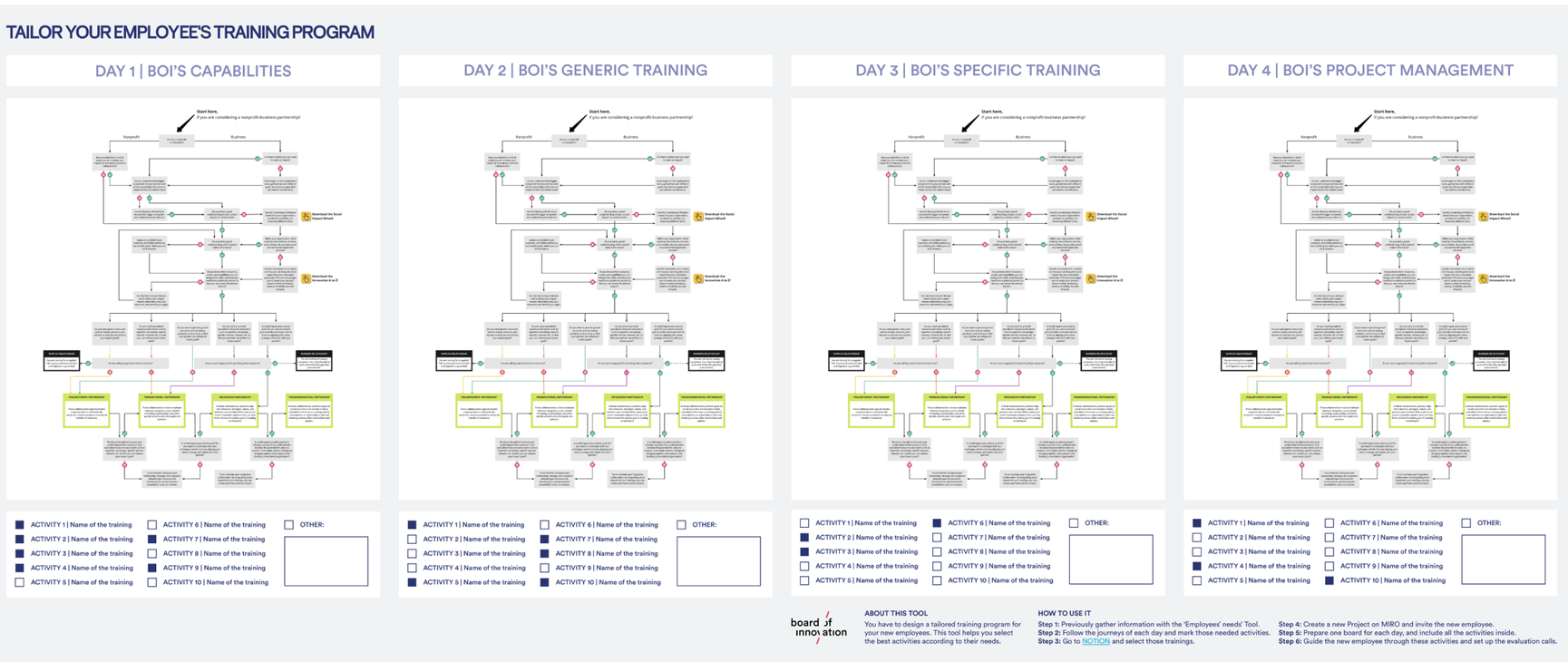


Figure 74. Tool 2 draft ▶

Prototyping & Validation

Recaping a bit on the previous steps, it is worthy to remember our Design Goal first:

Bring new processes that impact the learning experience of current and new employees without compromising the culture and values of BOI.

For that objective, two solutions have been provided – the role of the Product Manager that affects the learning experience of current employees, and a new Onboarding Process that addresses the learning experience of new ones.

Hence, this sections covers the testing phase of the aforementioned solutions.

Prototyping the role of the Product Manager

As introduced above, this person becomes essential for the proper functioning of the organisation. Board of Innovation results to be a company that owns and manages large sources of knowledge and expertise, making it difficult for the current pool of employees to access the right information at the right time with the current setup.

With this scenario in mind, there were several aspects pointing at the creation of a sort of database that could help employees combine community-driven knowledge sharing with a more autonomous process, i.e., the current methodology and knowledge (embedded into Board of Innovation) should be organised – not upscaled – for employees to make the best use of this.

Thus, one of the jobs-to-be-done by this person is to run an internal capability assessment and define actions (e.g. tools, recruitment, partnerships, etc.) towards building up prioritized capability gaps. It is also intended to better define and organize BOI's capabilities to enable the shift towards selling specialized teams instead of generalist individuals.

The reasoning behind this is to design a clear capability framework that works across all regions and industries and weighed in on consultant community input to help close the gaps. By doing this, we are closing the loop by strategically using the inputs from the slack community to store knowledge in Notion (*Figure* 75).

This idea was transferred to Board of Innovation and independently run by a new person who got appointed as a Product Manager at the beginning of 2022. This person has been creating and sharing the new updates with the rest of the company to receive some feedback, as we can see in *Figures* 76 & 77.

In the same fashion, the Product Manager requested continuous collaboration from the team to keep organising the existing knowledge and expertise that they currently have, so new improvements at BOI can keep going (*Figures* 78 & 79).

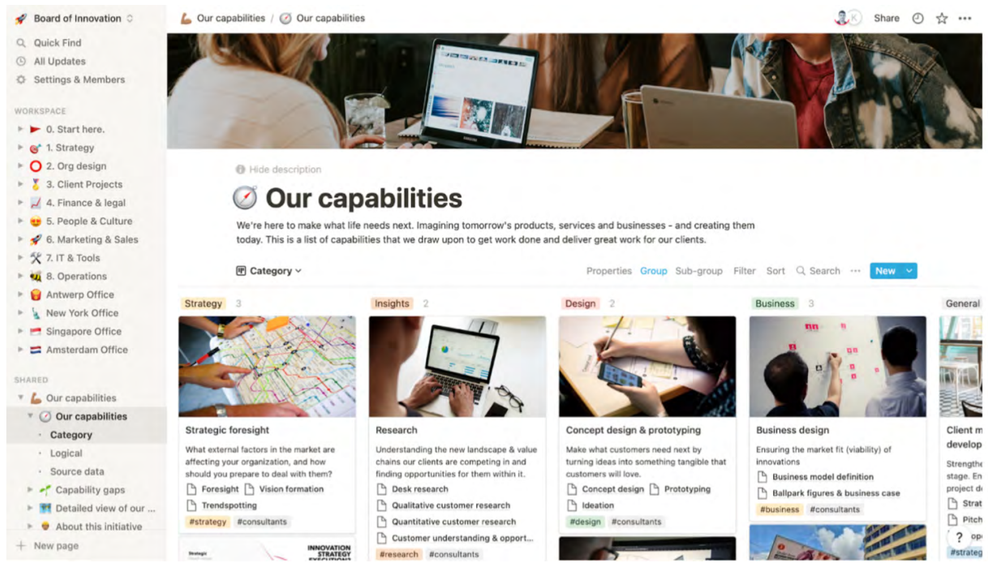


Figure 75. Snippet of the database draft in Notion

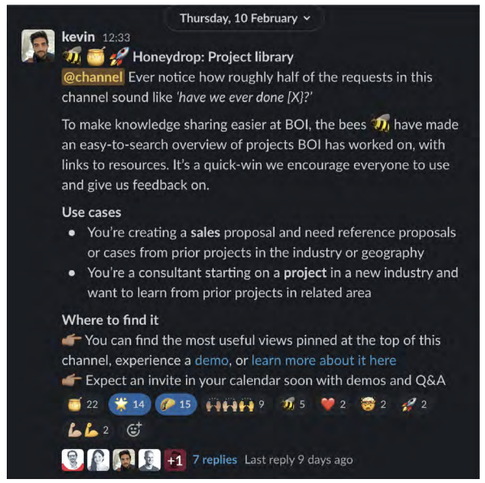


Figure 76. Project Library Shareout

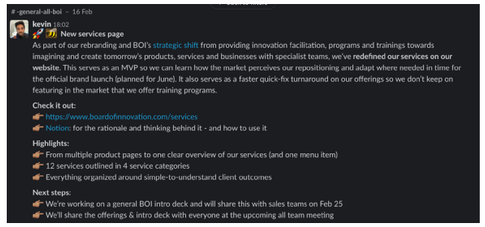


Figure 77. Services Page Shareout

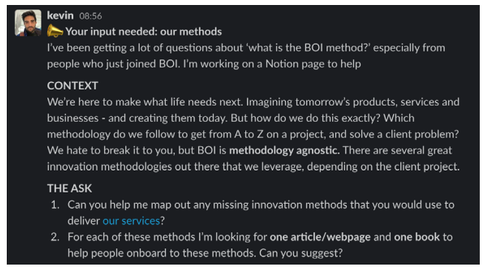


Figure 78. Collaboration request Shareout

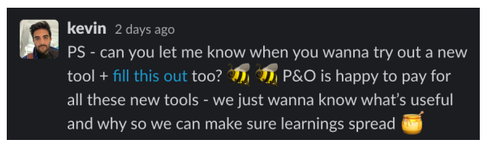


Figure 79. Collaboration request Shareout

The Product Manager is following a very iterative process of 'doing', 'sharing' and 'assessing'. This way of operating is bringing fast results on whether a solution is working or not. However, for the Product Manager, this is a never-ending task as long as the information and the knowledge continue flowing in the organisation.

Validating the role of the Product Manager

Since the main mission of the Product Manager is to improve the learning experience of the current pool of employees, one possible way of validating it is to understand their level of satisfaction with the solutions that this person is bringing to the organisation.

To undertake this enterprise, we are using the responses from consultants in slack (*Figures* 80-82). These answers come as a response to the previous messages from the Product Manager in the same platform (*see Figures* 76 & 77).

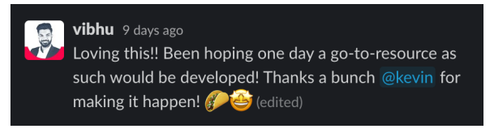


Figure 80. Feedback on Project Library

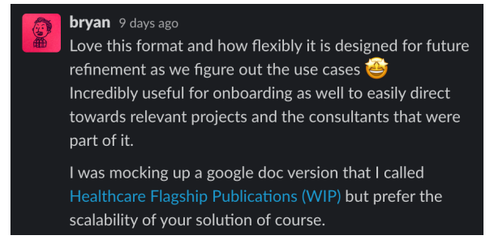


Figure 81. Feedback on Project Library

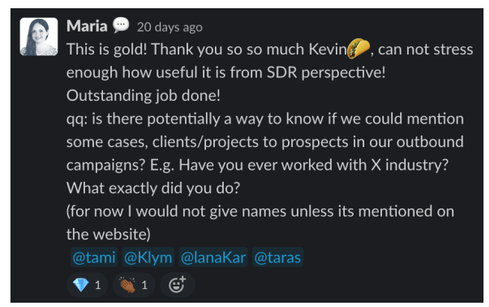


Figure 82. Feedback on Project Library

After some days were given, a second request was deployed from the Product Manager to control and continue assessing whether the Project Library Project was being useful or not (*see Figure* 83).

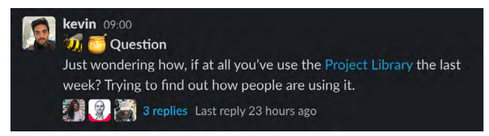


Figure 83. Feedback request

And consequently some more answer were coming from people who gave it a try during that timeframe (*see Figure* 84).

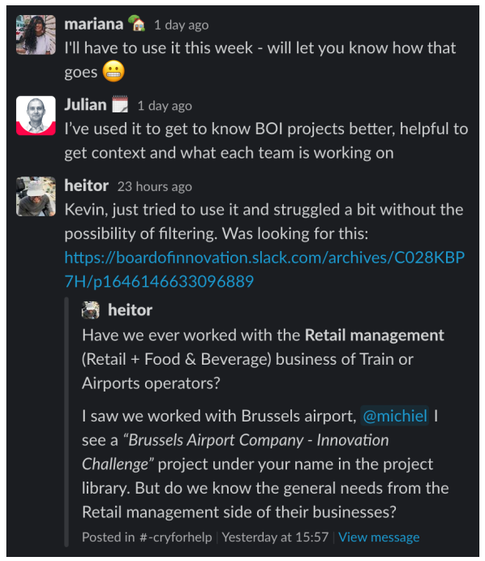


Figure 84. Feedback on Project Library

It is observable that the employees are prone to embrace the solutions, as they feel these are a response to some of their daily problems. Albeit these are only a couple of answers, and no other form of evaluating these solutions has been envisioned, it would be of a great help for Board of Innovation to measure whether these solutions are positively affecting the organisation – and more specifically, the employees – in the long-term.

Thus, it is possible to conclude that – up to date – this role is bringing some interesting inputs to the current pool of employees, consequently making them satisfied as these solutions are facilitating their daily job.

Prototyping the new Onboarding Process

Starting from the premise that our solution is composed by three different stages – Pre-Onboarding, Orientation and Training – the final objective of the new Onboarding Process is the following:

The New Onboarding Process helps new employees to be ready for contributing to Board of Innovation in a better and faster pace.

To achieve this mission, collecting leading success indicators (knowing what to do at every step, and at the right time) is essential to validate the concept. For this project and based on presented research (*see Appendix* V), three factors – that will rate how successful the solution is – have been defined.

'Telemetrics' of workforce

- Faster ramp to productivity
- Higher employee engagement
- Greater retention rates

Unfortunately, just right after the implementation of the new solutions, these telemetrics are only possible to be measured in the long-term by the organisation.

The prototyping process started from the presentation of the first proposal of a potentially future onboarding process (*Figure* 70). This solution presented an overview of a consultant's onboarding journey, paying special attention to the Pre-Onboarding and the Onboarding parts of the solution.

In the mentioned figure, it is possible to observe a series of activities that the consultant should go through during the week in company with several people of contact. This idea tried out a complete opposite approach: the onboarding process would be fully guided. The new employee will be accompanied during the first week by the IT Manager, the Office Manager the Circle Lead or the 'Buddy' person at different moments of the days.

Further steps of this strategy were not even prepared as red flags were appearing:

- This approach required an intense involvement from these roles, which resulted inviable.
- This approach crashed with the 'entrepreneurial', 'independent' and 'agile' values of the organisation.
- This approach was not scalable at all if we were to onboard a big number of people.
- This approach did not solve the problem of the knowledge sharing, just reallocate the responsibility of conveying it from a document to a human.

All things considered, this approach was not seemed as a failure, but as a way to measure the opposition from the company.

On the other hand, the idea of having a specific day of 'Orientation' where a big picture of the organisation is given, preparing the new employee for training, and a specific 'Training Program' where the new employees are taught several activities, where positively embraced. Hence, these two stages were taken further.

For addressing the first one, a digital Onboarding Platform was envisioned and developed through Figma.

As defined before, the goal of the orientation is to provide the big picture of the firm. Hence, the information was divided into four categories – 'IT', 'Culture', 'Working at BOI' (which presents the particularities of its way of working), and 'Welcome to your Team' (introducing the specific features of working in that team) – that are currently included in the onboarding process, and were also considered vital for the learning experience of the new employee.

By the same token, these sections encompass further subsections that are displayed as long as the person completes previous tasks. Nonetheless, this was one of the assumptions that should be validated later on.

This overarching contents' structure presented in *Figure* 85.

Thereupon, the use of Figma as a prototyping platform facilitated the creation of a tangible product that could be an interesting tool to do roleplaying with previous onboarded employees (*Figure* 86).

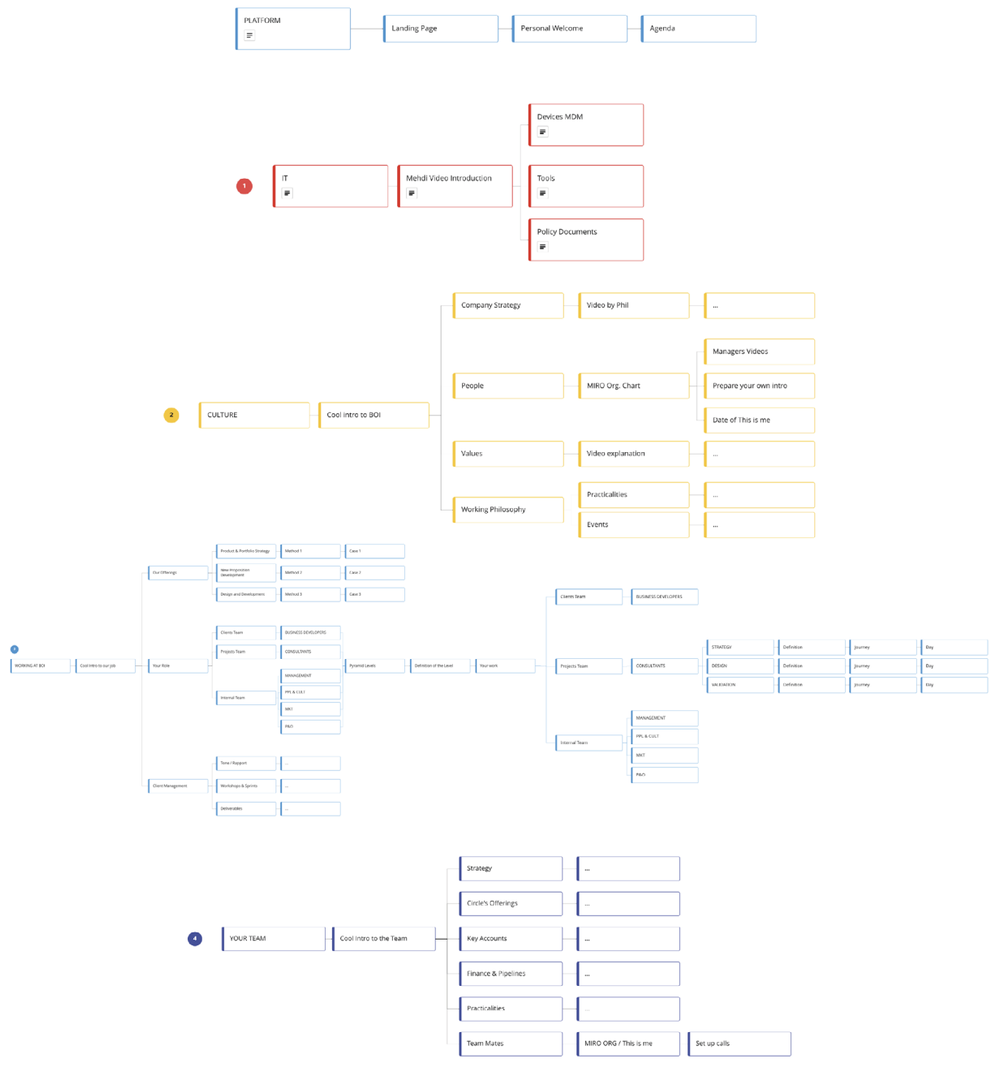


Figure 85. Structure of the Orientation Platform

The low-fidelity prototype manifested the vision of using an Orientation Platform that could gather (all-in-one) every information for providing the bigger picture of Board of Innovation. In this way, the users would be presented with a waterfall agenda that they should carefully follow during their first day as employees of the company.

Similarly, the creation of this artefact encourages the exploration of some assumptions – which are presented on *Table* 7.

Taking into consideration all of these aspects, the platform presents the following appearance (*see Figures* 87-92).

After this element was developed, it was presented to employees that have been onboarded during the last year as well as strategic roles – that also take part of the process such as the IT Manager, the Culture Manager, the Office Manager, and a Circle Lead – with the idea of testing the desirability aspect.

They were asked to imagine a potential future onboarding process through the use of this platform and compare it with the one that they had, after that, they were asked to provide their opinion. This process was conducted in an informal setup, with no way of being able to trace and showcase the results – which resulted being a big mistake. However, every person exposed to the solution strongly agreed that something like this could facilitate the process of understanding the big picture of BOI to new employees.

Nonetheless, this was only a low-fidelity prototype, and it was not really giving an answer on what activities should be conducted and prepared in advanced, and how these activities would look like; as the company was expecting.

As introduced in the previous chapter (*see Figure* 72), in order to arrive to the proposed solutions, some actions need to be taken in advance.

Therefore, a different strategy was embraced. From the already presented work, it is possible to observe that there are different roles involved and taking the lead in every stage. These people were going to be exposed to the proposed solutions, in the same way as the Product Manager is prototyping – sharing a message via Slack and waiting for feedback from them (*see Figure* 93).

This message invites everyone at Board of Innovation to take a look at the proposed Onboarding Process and give feedback by following the thread. In addition, a video explaining the journey is attached to the message.

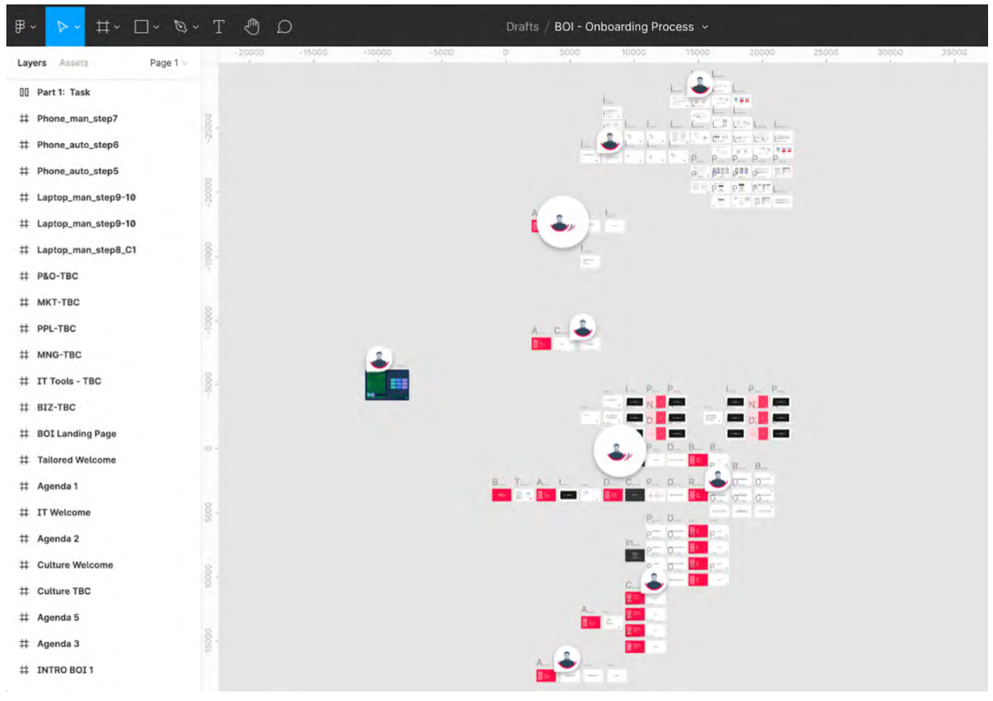
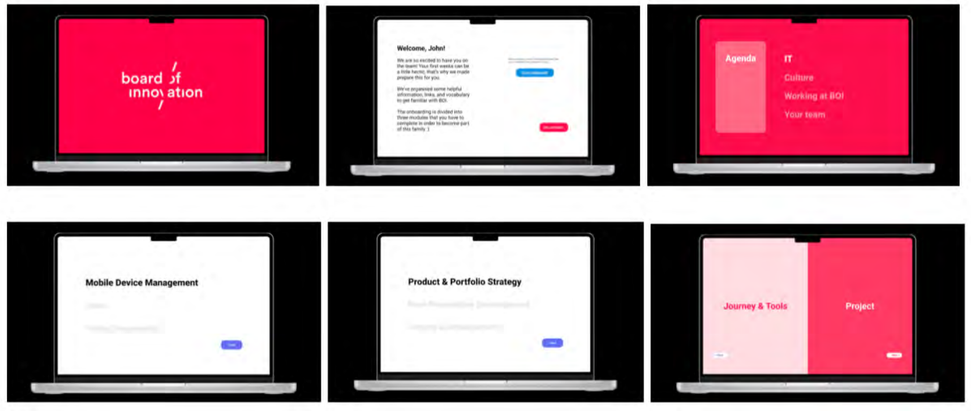


Figure 86. Back-end appearance of the Orientation Platform in Figma

ASSUMPTIONS	EXPECTED OUTCOMES
An individual and automated process without less involvement of current employees will help with the lacking time issue.	The current pool of employees will be exposed to less introduction calls, facilitating them to focus on their daily work.
The necessary elements of an onboarding process are IT, Culture, The way of working, and Introduction to the team.	Gaps of information and knowledge that need to be conveyed will pop up during the experimentation phase, leading to the second iteration of the product.
A guided and structured process creates a better experience, giving a more professional image of the company.	New employees won't experience going through a hectic process, giving the impression of being at a more professional organisation.
A guided and structured process facilitates the better and faster comprehension of the nuances of the company.	The employees will be presented with the right and necessary information for the development of their work, ensuring a proper learning experience.
A guided and structured process helps new employees shorten their onboarding time, and thus improve their performance.	Employees will be more confident towards their clients work, ensuring the quality of the relationships and deliverables.

Table 7. Assumptions to be validated through this prototype



Figures 87-92. Snippets of the Onboarding Platform

In the first one, we will invite the CEO, Regional Managers, Circle Leads, and other team leaders. We will share a new message providing further information about how to proceed creating the Orientation stage (*see Figure* 94). The mentioned workshop and the activity within are shown in *Figures* 95 & 96.

In the same fashion, the Training Onboarding channel, is an open call for everyone that is interested in contributing by envisioning and creating activities for the training program, as shown in the message from *Figure* 93.

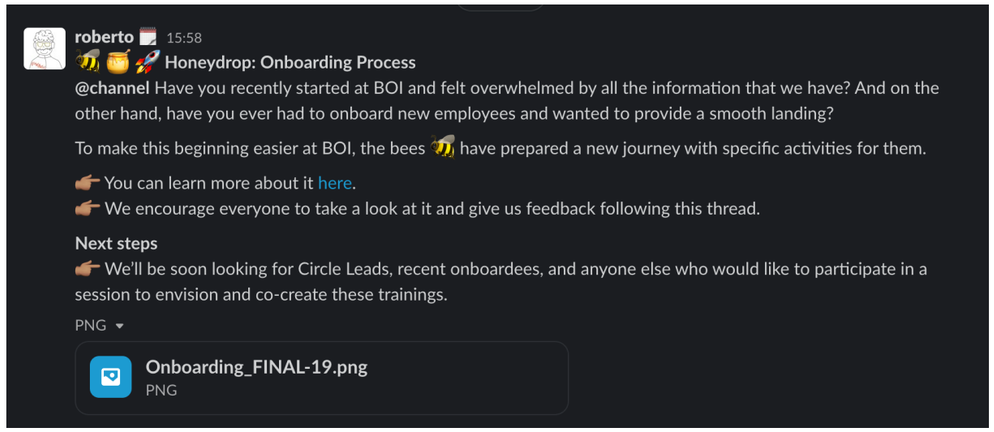


Figure 93. Slack message in All-team channel

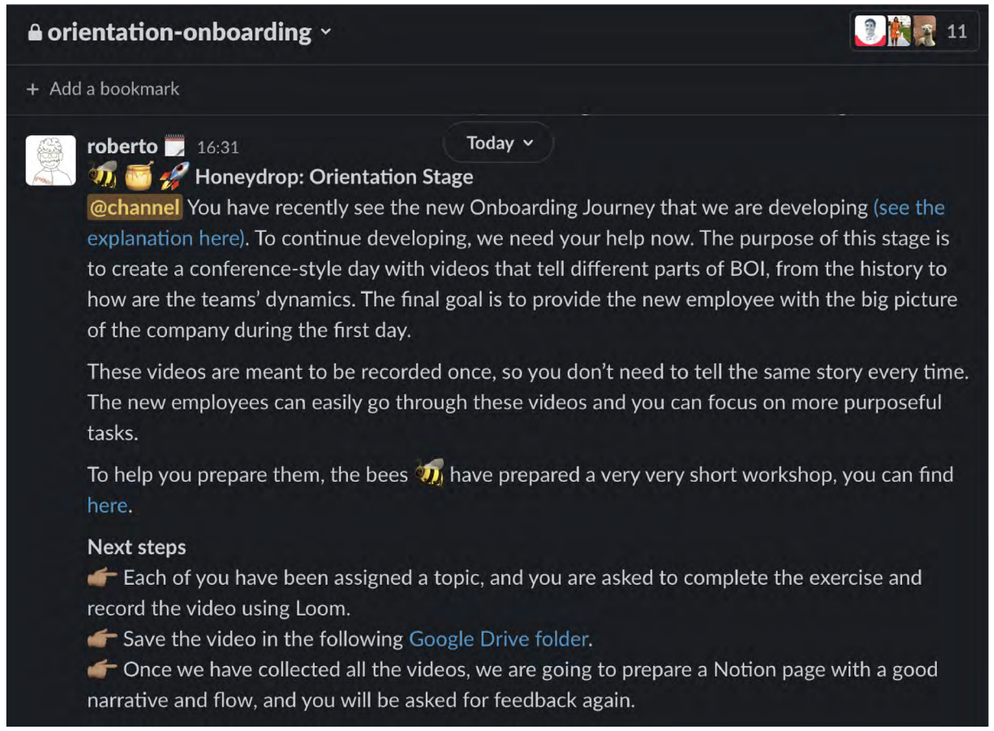


Figure 94. Slack message to the Orientation channel

In this channel, another message providing instructions is shared (*see Figure 96*). The mentioned workshop and exercises are shown in *Figures 97 & 98*.

This workshop presents two exercises. The first one is meant to serve as a brainstorm exercise, so people can understand what kind of characteristics of the new employee are needed to know in advance, in order to prepare a tailored training for them. The completion of this exercise will lead to the creation of Tool 1, presented in *Figure 73*.

After this exercise, the workshop will follow with the second one (*Figure 98*), which is presented in four times – one for each day of the training program. During this activity, the

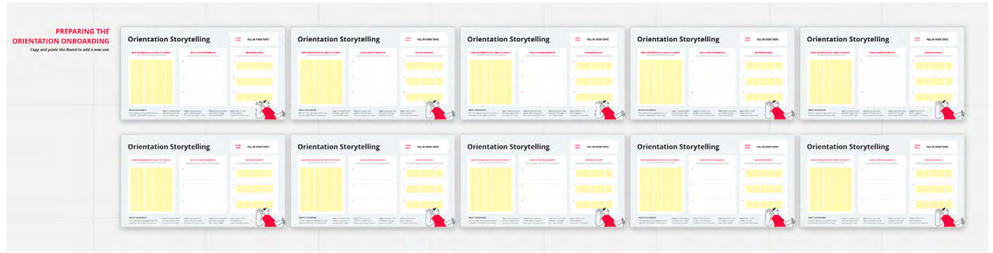


Figure 95. Orientation Onboarding Workshop

participants will be asked to think about what are the characteristics that define this kind of training, in order to get an overview and set the baseline of the day.

After that, they will be asked to list all the potential activities that, they think, belong to this section of knowledge.

Then, they will be asked to analyse these activities one by one and to think what kind of resources contribute to the transferring of knowledge; in this way, it is possible to list everything that is needed for preparing a training later on.

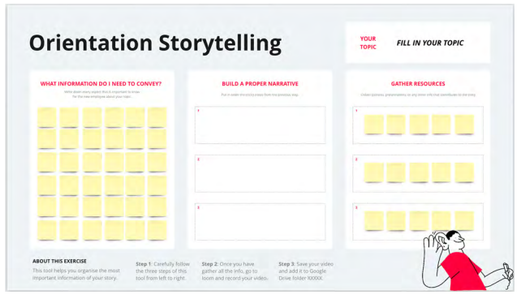


Figure 95. Orientation Workshop Activity

Lastly, they will be asked to include the outcomes of the first exercise and position these inputs next to the activities – since it is very likely that the factors of the new employees do not affect to

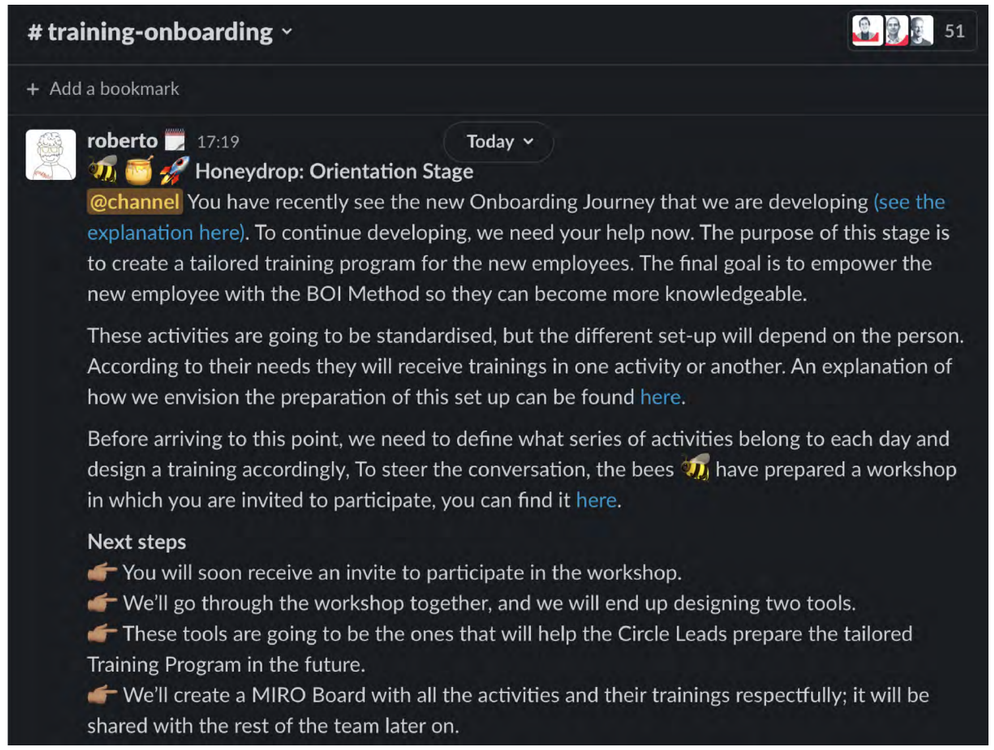


Figure 96. Slack message to the Training channel

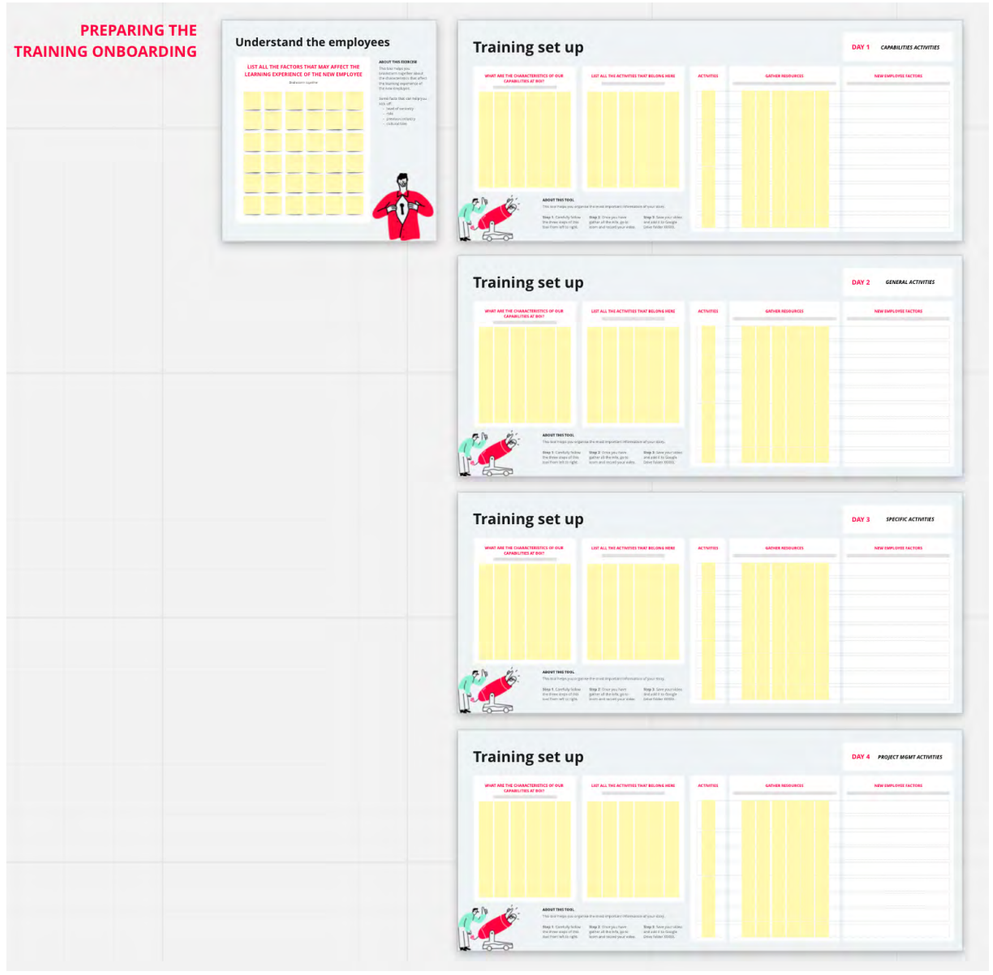


Figure 97. Training Onboarding Workshop

Figure 98. Training Workshop Activity

the activities in a similar way. The completion of this workshop will lead to several outcomes:

- A list of activities that belong to every section of knowledge.
- Analysis of the factors that will influence a new employee to go through a training or another one.
- Understanding the capabilities and resources that are needed to prepare a training on these specific issues.
- The creation of a tool to collect the inputs from the new employee.
- The creation of a second tool (Figure 74) that helps the Circle Lead assigns a proper set of activities which create a tailored Training Program for the new employee, according to their profile and needs.

Eventually, a MIRO Board will gather all of the different activities with their training, in a similar fashion as the MIRO BOI Toolkit.

Validating the new Onboarding Process

For validating this solution, it is needed to take a double approach.

On one hand, measuring whether the new tools facilitate the preparation of tailored onboarding processes for new employees and how satisfied the Circle Lead is by using them.

On the other hand, measuring if the creation of a new journey with different activities is really impacting and helping new employees be onboarded in a smoother way at Board of Innovation; consequently, also affecting to their performance in the company.

Unfortunately, these milestones can only be measured in the long-term, once the solutions are implemented in the company, therefore remaining out of the scope of the present thesis project.

THEN, WHAT'S NEXT?

"CHANGING HIGHLY INTERDEPENDENT SETTINGS IS EXTREMELY DIFFICULT BECAUSE, ULTIMATELY, YOU HAVE TO CHANGE NEARLY EVERYTHING." (JOHN KOTTER)

Chapter 5 pictures the final concept of the New Onboarding Process that addresses the challenges of Board of Innovation. Based on the discoveries that were found throughout the research process, a new journey, new activities and tools are provided. They will help the affected parties discuss, prepare and implement this New Onboarding Process into the organisation. This chapter concludes with a discussion of how to better put into practice the required activities and what other steps can be further explored in the future.

BOI's New Onboarding Process

After the presentation of the concepts internally at Board of Innovation, the conversations that followed up served to iterate on the elements that constitute the final solution.

Throughout this chapter, every stage of the Onboarding Process is deeply developed and explained. Although, the biggest emphasis has been put on developing the Orientation and the Training Program; both are necessary, and cannot be interchangeable.

Regarding the first stage – the Pre-Onboarding – efforts have been centred on the figure of the Circle Lead. The second activity of the new employees' journey is a call with this person, where they can together asses the needs of the new employee. For this assessment, two tools have been developed for the Circle Lead (presented later on). During the rest of the activities that belong to this stage of the Onboarding Process, there are no more direct touchpoints between the new employee and the Circle Lead. Instead, the latter is in charge of preparing the Training Program that this person will receive next; in order to undertake this endeavour, several MIRO Boards have been envisioned to facilitate this process (presented later on).

Next, during the second and third phases – Orientation and Training Program – the point of view is centred on the figure of the new employee.

During the second stage, this person will go through a Notion page that gathers several videos (which have been prepared in advanced by strategic roles from BOI) with the objective of providing the big picture of the organisation; the preparation of these videos have been also facilitated with a workshop on MIRO (presented in the next section).

Last but not least, during the third stage, the new employee will go through a serie of activities that form part of the training program, which has been prepared in advanced by the Circle Lead in the Pre-Onboarding stage – as anticipated above. These programs are tailored to the needs and/or desires of the new employee and revolve around three main learning objectives:

Generic Capabilities
Essential to any consulting project success (e.g. project management) – most of these have to do with our general roles as consultants and people leads.

Service-related Capabilities
Directly and specifically related to our services (what our clients are buying) – most of these have to do with innovation.

Day at BOI
How a regular day looks like when you work at Board of Innovation; it will depend on the kind of role of the person.

The decision of what activities to choose, is explored in collaboration with the Circle Lead during the second activity of the Pre-Onboarding, as commented before.

In addition, to understand how to best prepare this training program, another workshop has been organised with the objective of facilitating the creation of these activities and the collection of the resources needed (presented in the next section). Once these steps have been completed, the Circle Lead can find a database of these activities in another MIRO Board. They should pick up the right activities and prepare the aforementioned tailored training for the new employee; an example of this have been also provided.

To consolidate the implementation of this solution by Board of Innovation, the preparatory steps have been provided in the form of workshops (as presented above). In this way, these materials can guide the organisation through the implementation stage and make this solution comes to fruition in the short-term.

KEY TOUCHPOINTS

Pre-Onboarding

Focus on the Circle Lead

Collaboration between Circle Lead and Employee

Assessment of capabilities and needs of the new employee

Time for the Circle Lead to prepare the Onboarding Program

New Employees do not need to take any formal actions at this point of the journey

Orientation

Focus on the Employee

The organisation chart on MIRO is reviewed to be more purposeful

Notion as main vehicle to convey to big picture of BOI

Managers at BOI provide the information through pre-recorded videos

Conference-style activity during one day

Training Program

Focus on the Employee

Objective to prepare the employee to contribute to BOI through training in Generic Capabilities, Service-related Capabilities and Daily Activities.

Activities are prepared in advanced through internal co-creation, and they are practical and based on real client cases.

MIRO becomes the main vehicle for this training.

Figure 99. Final Onboarding Process for Board of Innovation

BRAND NEW BOI'S ONBOARDING PROCESS

Making it happen: Integration

During the development of the final solutions, we were treating the Onboarding Process independently, from the other initial problems, in order to validate how realistic, desirable, feasible, viable, and scalable this set of solutions – that belong to the Onboarding Process – are. The end goal was to ensure that Board of Innovation will adopt them.

To make this adoption happen, it is important to align the implementation plan with the current capabilities of the organisation; within these capabilities, we are also considering the willingness to embrace the solutions. We are going to use an interpretation of the AIDA model, which is one of the classic marketing models to lead customers through a purchase journey; in our case, our 'buyer' is BOI as an organisation.

The AIDA Model identifies cognitive stages an individual goes through during the buying process for a product or service. It's a purchasing funnel where buyers go to and fro at each stage, to support them in making the final purchase. AIDA is the acronym of Awareness, Interest, Desire and Action.

- **Awareness:** Creating brand awareness or affiliation with your product or service.
- **Interest:** Generating interest in the benefits of your product or service, and sufficient interest to encourage the buyer to start to research further.
- **Desire:** For your product or service through an 'emotional connection', showing your brand personality. Move the consumer from 'liking' it to 'wanting it'.
- **Action:** CTA – Move the buyer to interact with your company and taking the next step i.e., downloading a brochure, making the phone call, joining your newsletter, or engaging in live chat, etc.

The interpretation of the model will preserve the essence of its principles, although as this is not a product that it is being launched to the market, the execution of them is going to be slightly modified in order to adapt every step to the context which we are working in. Eventually, the idea behind this reflection is to guide BOI through the 'purchase funnel' of the new onboarding process in order to ensure that they end up embracing the solution and implementing it within the company.

Step 1 | Awareness - Mindset shift to make it the Onboarding Process employee-centred

Actions

- Share on All-people slack channel the new Onboarding Process.
- Explain the new concept through a video sharing, also in this channel.
- Organise a Q&A webinar to solve the doubts that may arise.

Step 2 | Interest - Benefits of the New Onboarding for current employees

Actions

- It can be understood together with the awareness step through the videos explanation.
- Project how the future would look like for the Circle Leads, current employees, and new employees altogether by providing a future vision.

Step 3 | Desire - Engaging with strategic roles at BOI

Actions

- Creation of slack channels for Orientation and Training.
- Invite people who can contribute to any of these processes.
- Share a message and a video on these channels explaining these processes.
- Organise a Q&A webinar to solve the doubts that may arise.
- Set up a day for working on the workshops that will help prepare the materials needed.
- Prepare the materials for both the Orientation day and the Training Program.

Step 4 | Action - Set in motion the Onboarding Process with new employees

Actions

- Start Onboarding new employees with this process.
- Closely evaluate with Circle Leads and new employees during the first interactions.
- Learn and iterate both on the workshops and the preparation of materials, and the execution of the Onboarding Process.

Implementing this solution will mean hitting the necessary benchmarks and providing a better learning experience for new employees, overall for those working remotely.

Furthermore, it will increase transparency and communication between managers and new talent.

Moreover, it will make new employees go through a smoother and quicker transition, resulting in happier and more productive teams.

Last but not least, it will not only retain new talent, but also report a measurable profit growth (Allison et al., 2017).

In the end, a proper onboarding process does not require an overcomplicated playbook with every single detail of the company, yet investing quality time, putting significant effort and rightly supporting the new employees during their journeys are the activities that can make a difference.

All in all, it may seem a very simple contribution, yet good design is and should remain invisible.

It is a seamlessly integrated system where the needs are captured and met through an entire end-to-end journey that helps new employees understand the company and accelerate their contribution to the organisation.

Lately, in addition to AIDA, some marketeers have been adding Retention at the end of the journey to show the importance of the ongoing relationship of the process; this is key to upsell, cross-sell, referrals, advocacy, etc.

In the endeavour of adapting this model to our context, Retention could be better understood as Growth, i.e., expanding the learning experience of the onboarding process to the rest of the organisation.

This final part is the prelude of the next section – Transformation – where the learning experience of employees at an organisation is addressed.

Step 5 | Growth - Expand the learning experience across the organization

Actions

- Use these activities for refreshing the skills of the current pool of employees.
- Use these activities as opportunities for people to learn something new.
- Consider including external content or expertise that BOI doesn't have within right now, and facilitate the access to it (e.g., MOOCs, other companies' courses, etc.)
- Make BOI Academy become the central party in the knowledge management of the organisation.

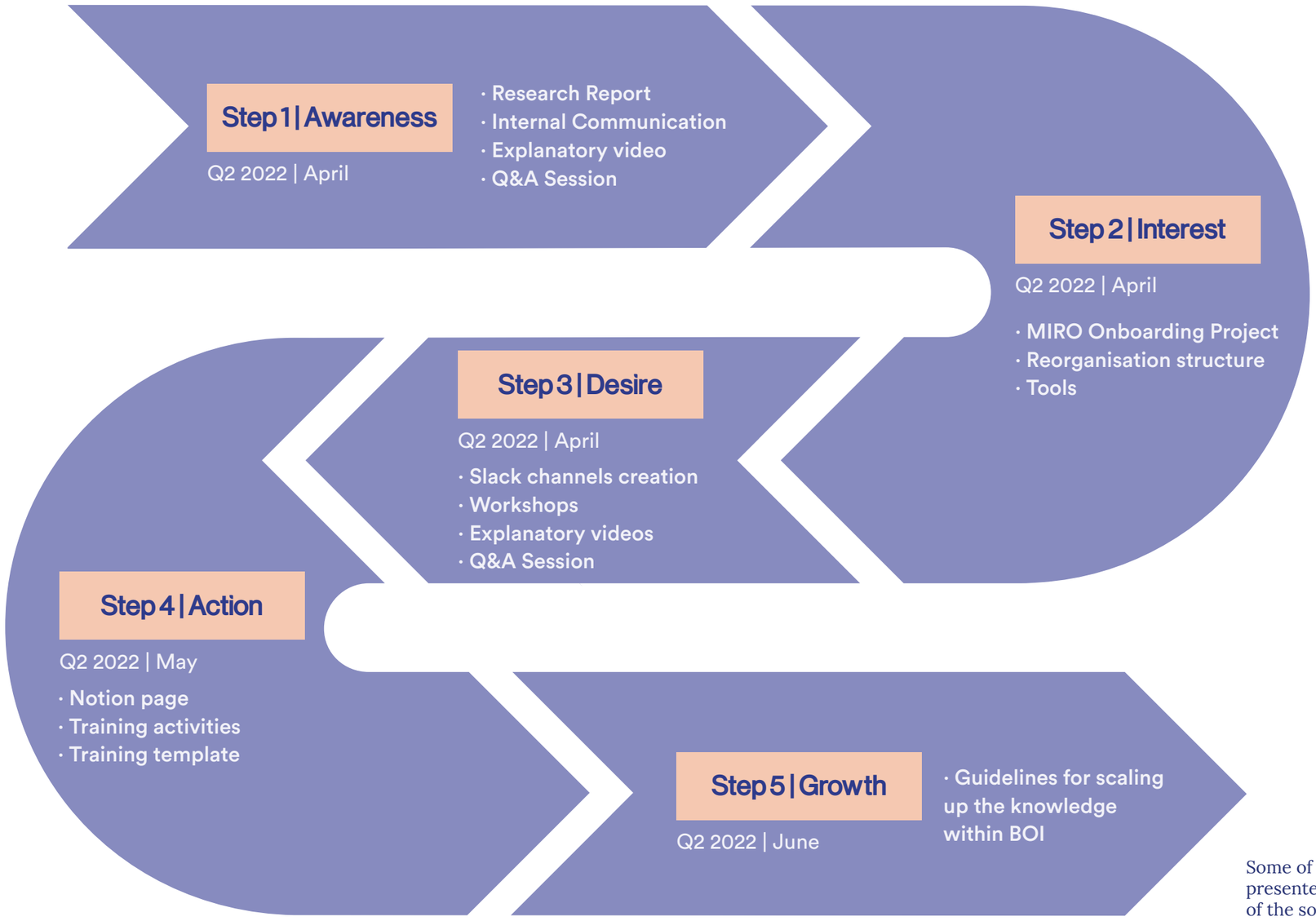


Figure 100. Implementation Roadmap with activities for every stage

Some of the mentioned actions are presented next to provide an overview of the solutions (Figures 101-114)

IMPLEMENTATION ROADMAP

Figure 101. Research Report

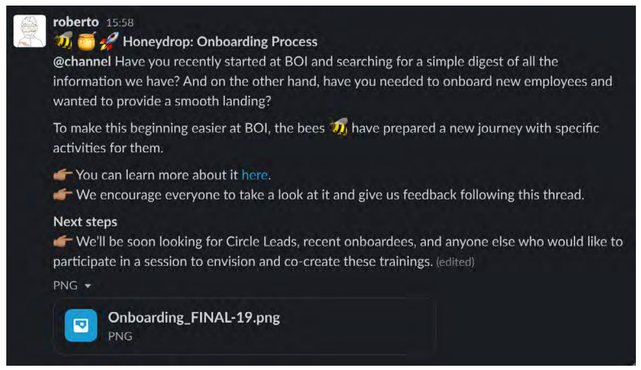


Figure 102. Internal Communication (Step 1. Awareness)

Figure 103. Explanatory video (Step 1. Awareness)

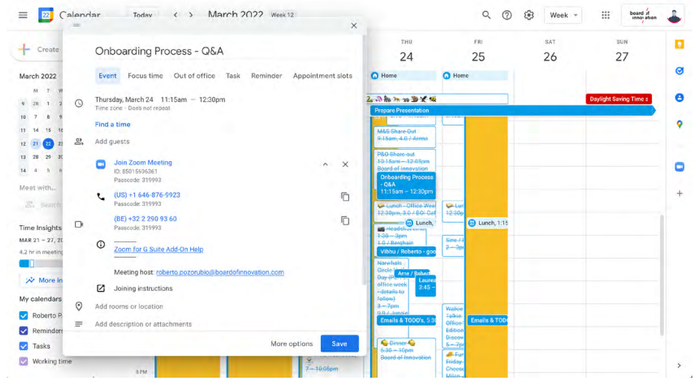


Figure 104. Onboarding Q&A Session (Step 1. Awareness)

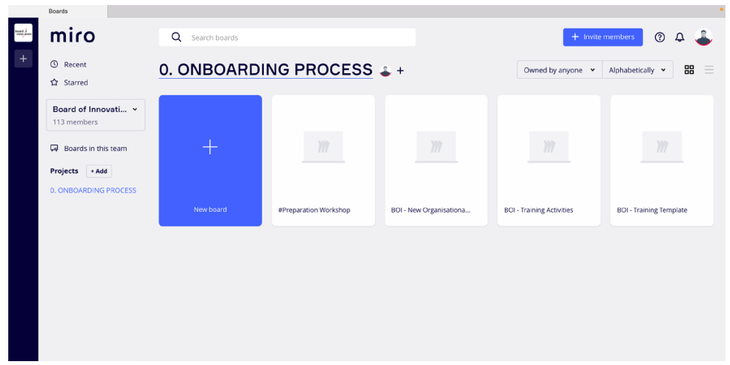
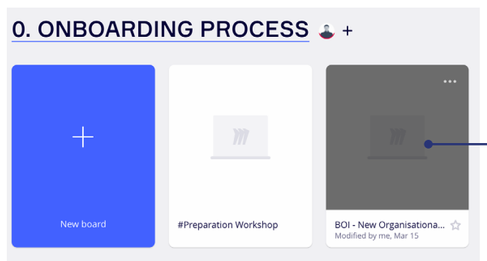
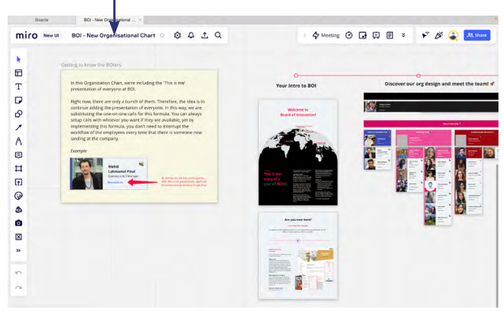


Figure 105. MIRO Onboarding Project (Step 2. Interest)





Figures 106 & 107. New Organisational structure (Step 2. Interest)

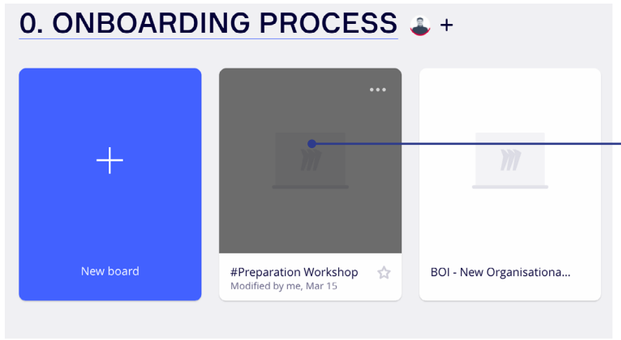


Figure 108. Onboarding preparation workshop (Step 3. Desire)

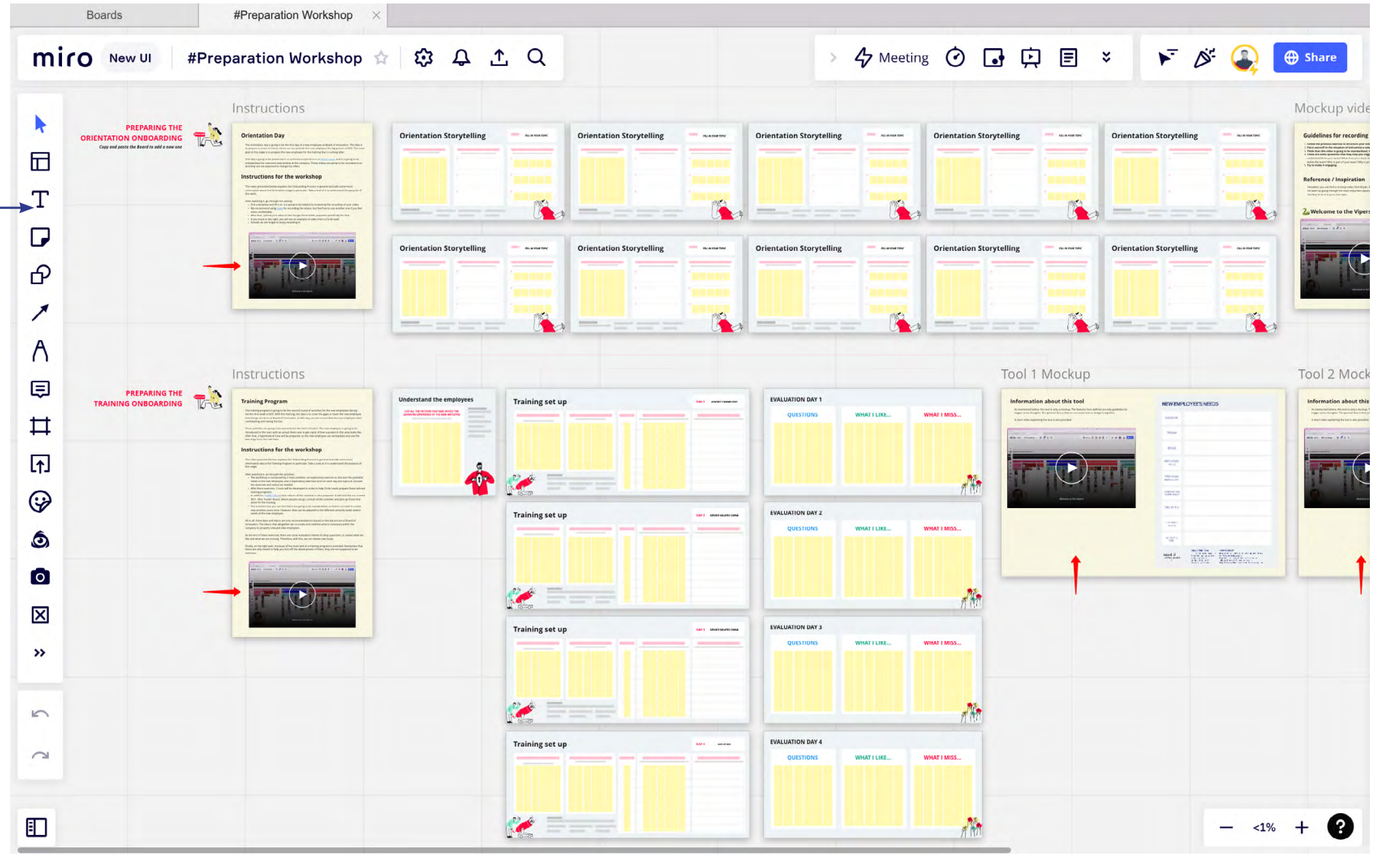


Figure 109. Onboarding preparation workshop on MIRO (Step 3. Desire)

Training Program

The training program is going to be the second round of activities for the new employees during her/his first week at BOI. With this training, the idea is to cover the gaps or teach the new employee how things are done at Board of Innovation. In this way, we can ensure that the new employee start contributing and raising the bar.

These activities are going to be presented in the form of Cases. The new employee is going to be introduced to the topic with an actual client case to get a grip of how a project in this area looks like. After that, a hypothetical Case will be prepared, so the new employee can extrapolate and use the learnings from the real Case.

Instructions for the workshop

The video presented below explains the Onboarding Process in general and add some more information about the Training Program in particular. Take a look at it to understand the purpose of this stage.

After watching it, go through the activities:

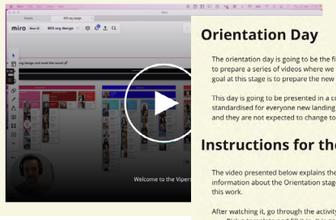
- The workshop is composed by 2 main activities: an exploratory exercise to discover the potential needs of the new employee, and 4 exploratory exercises (one for each day and topic) to uncover the exercises and resources needed.
- After these exercises, 2 tools will be developed in order to help Circle Leads prepare these tailored training programs.
- In addition, a MIRO Board that collects all the activities is also prepared. It will look like our current "BOI - Miro Toolkit" Board, where people can go, consult all the activities and pick up those that serve for the training.
- The activities that you can find there are going to be standardised, so there's no need to create new activities every time. However, they can be adapted to the different seniority levels and/or needs of the new employee.

All in all, these days and topics are only recommendations based on the big picture of Board of Innovation. The idea is that altogether we co-create and redefine what is necessary within the company to properly onboard new employees.

At the end of these exercises, there are some evaluation frames to drop questions, to assess what we like and what we are missing. Therefore, with this, we can iterate new loops.

Finally, on the right part, mockups of the tools and of a training program is provided. Remember that these are only meant to help you kick-off the development of them; they are not supposed to be definitive.

Figures 110-112. Instructions details of the workshops (Step 3. Desire)



Orientation Day

The orientation day is going to be the first day of a new employee at Board of Innovation. The idea is to prepare a series of videos where we can provide the new employee the big picture of BOI. The main goal at this stage is to prepare the new employee for the training that is coming after.

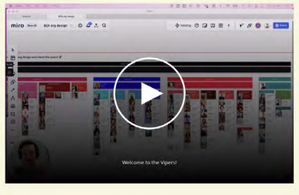
This day is going to be presented in a conference-style form in a Notion page, and it is going to be standardised for everyone new landing at the company. These videos are going to be recorded once and they are not expected to change too often.

Instructions for the workshop

The video presented below explains the Onboarding Process in general and add some more information about the Orientation stage in particular. Take a look at it to understand the purpose of this work.

After watching it, go through the activity:

- Pick a template and fill it in. It is going to be helpful for preparing the recording of your video.
- We recommend using loom for recording the videos, but feel free to use another one if you feel more comfortable.
- After that, upload your video to the Google Drive folder prepared specifically for that.
- If you move to the right, you will see an example of video from a Circle Lead.
- Overall, do not forget to enjoy recording it!



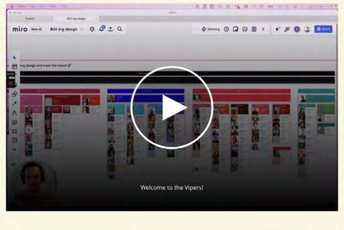
Guidelines for recording

1. **Follow the previous exercise to structure your video.**
2. **Place yourself in the situation of welcoming a new employee.**
3. **Think that this video is going to be standardised, then try not to make any specific references.**
4. **These are some questions that may help you trigger some ideas:** What do you want that person to understand from your team? What does your team do? Who are your clients? What are the dynamics within the team? Who is part of your team? Why is your team so cool?
5. **Try to make it engaging.**

Reference / Inspiration

Hereafter, you can find a mockup video from Bryan. In this video, Bryan welcomes a new consultant to his team by going through the main important aspects of the Vipers. Use this video as a reference, but feel free to do it in your own style.

🐍 Welcome to the Vipers!



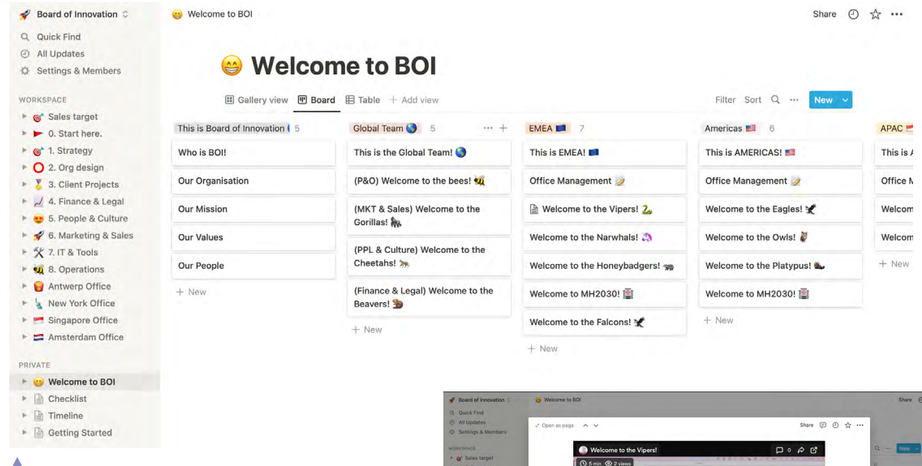


Figure 113. Overview of the Notion page for Orientation (Step 4. Action)

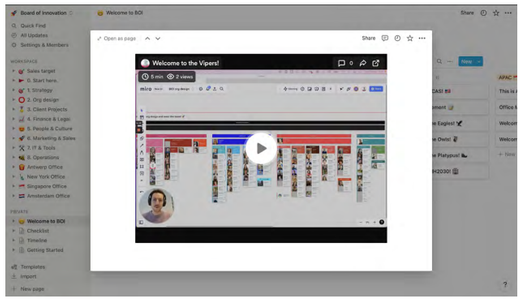


Figure 114. Example of welcoming to the Vipers team (Step 4. Action)

The next learning experience: Transformation

After presenting all the mechanisms that will help Board of Innovation embrace and implement the new Onboarding Process, now it is time to look further into the future and to see how this solution is scalable not only for new employees but also for the current ones.

Step 5 of the Implementation Roadmap introduces the concept of growth, stating that the establishment of new internal processes and new activities within the organization can impregnate and benefit the rest of the organisation, and not only the new employees.

In so doing, Appendix V – Knowledge Management – explains some theory behind the learning experience of employees. Therefore, this current section collects the insights from that research process and we adapt some recommendations to the current situation of Board of Innovation.

From research, we understood that there are two main reasons for employees to develop motivation for knowledge – arising problems or opportunities. At Board of Innovation, employees are mostly learning because of the appearance of new problems, i.e., clients are asking for something very particular that scapes the expertise of the consultant. However, at the same time, there is a market-push driven by the appearance of new technologies that facilitates certain existing processes. The latter is not considered an opportunity for learning as the end goal is the understanding of a new tool; nonetheless, it would be understandable to include it within opportunities in the case that these tools can help the consultants develop new methods, different ways of working, and therewith, shaping new outcomes.

Right now, as we could have seen throughout this research project, employees at BOI tend to use the knowledge and expertise from peers as learning opportunities. This fact could be used as a starting point to continue incentivizing employees exploring more opportunities. However, in order for this to become a reality, new structures and processes need to be implemented in the company since it is lacking of organisation nowadays.

Analysing conducted research from experts (see Appendix V), we can devise the following insights:

Need for growth
Employees experience a need for growth, which is twofold. They need to develop themselves in their professional role and their personal competence. Since people like specific activities within a role, personal competence should be guiding the direction of their personal development rather than a professional role.

Lack of Structural Approach
Despite the need for growth, a structural approach to learning is lacking. Employees should structurally engage in learning to anticipate challenges or opportunities. The Onboarding Process could set the bottom line for implementing these activities across the rest of the company. In this way, BOI Academy could be the central pillar in the management of these learnings.

Out of the Bubble
An envisioned ideal state could guide the structural learning. A diversity of perspectives can help to identify challenges or opportunities and shape the ideal state. People shape their visions based on what they know. The knowledge of other people is shaped by different experiences and provides a different perspective. Therefore, interacting with employees from other disciplines can contribute to a more comprehensive worldview to base the ambition on.

In addition, a worldview is rooted in the past and present. Future contexts must be included in the learning process to develop competences towards the future rather than continuously lagging behind.

Pursuit of Flow
As a starting point for the ideal state, the concept of flow can be used. Flow is a peak experience in which an individual is fully immersed in an activity. Hence, the ambition is to have such experiences as much as possible.

Learning through Experience
Learning and experience are indivisible. Through learning, the experience can be improved and experience is a valuable source for learning. For the development of new knowledge, experience is critical. Through reflection-in and on-practice, individuals derive learnings from experiences and create new knowledge.

Effective Acquisition
Acquisition of existing knowledge is instrumental to developing new knowledge through experience. For effective acquisition of knowledge, learners must have an understanding of the characteristics of the knowledge, the teaching vehicle and themselves.

Valuable Interactions
In both learning from experience and acquisition of knowledge, interactions have an important role. They add knowledge and different perspectives to the learning processes. Thus, the management of interactions in a learning process significantly affects the learning.

Learning Mastery
The effectiveness of developing and acquiring knowledge depends on the learning ability of an individual. If individuals become better at learning, their growth will accelerate. Their mastery of the learning process is important. By mastering the learning process, people become better at self-directed learning. In this procedure, management at BOI is essential in the labour of facilitating the learning process.

Integrated Learning Routines
Besides the quality of learning, also the regularity of learning affects growth. To ensure regular engagement in learning, learning routines must be shaped. For developing effective learning routines, the focus should be on daily changes that integrate learning into the work routine.

Four lenses Evaluation: Desirability, Viability, Feasibility and Scalability

The ideal innovation process is trifecta of desirability, feasibility, and viability. However, one of the prerequisites of this research process was the inclusion of another parameter – the scalability (*see Figure 116*).

As introduced before, Board of Innovation is in transition of becoming a thriving Strategy and Innovation Firm, and consequently growing fast. Hence, any solutions that was going to be brought to the table should also consider the fact of scalability. It had to affect a continuos flow of new employees, and likewise, it would also need to facilitate the internal structures and processes for the current ones.

In short, these lenses are defined as follows:

- **Desirability:** A solution that the customer really needs.
- **Feasibility**: A solution that build on the strengths of the current operational capabilities.
- **Viability**: A solution that is profitable and will survive the long-term.
- **Scalability:** A solution that is easy to make bigger without affecting its core.

Being this said, the solution is going to be assessed individual from every perspective.

Desirability
The undertaken research has proven the need of designing not only a new Onboarding Process, but also the need of reconsideration of certain internal structures at BOI – such as the creation of a the role of Product Manager. The employees have valued and embraced the arrival of these kind of solutions as they find them very useful for the future of Board of innovation, ergo helping the company in this transition period.

In a general sense, desirability tests whether the solution is solving the right problem instead of the problem rightly. The use of frame innovation granted us the opportunity to uncover latent needs at BOI (as it could be seen by the redefinition of the problem in four different occasions); therefore, it can be said that this process is also satisfying and fulfilling this issue.

Due to the hectic nature of the project, it has not been possible to test the proposed solutions around the Onboarding Process on the field, yet clear directions and guidelines have been provided for the company to set everything in motion as soon as this project ends; which gives hope to be proven valid too.

Last but not least, the solutions do not only tackle the arrival of new employees but they also affect the learning experience of current

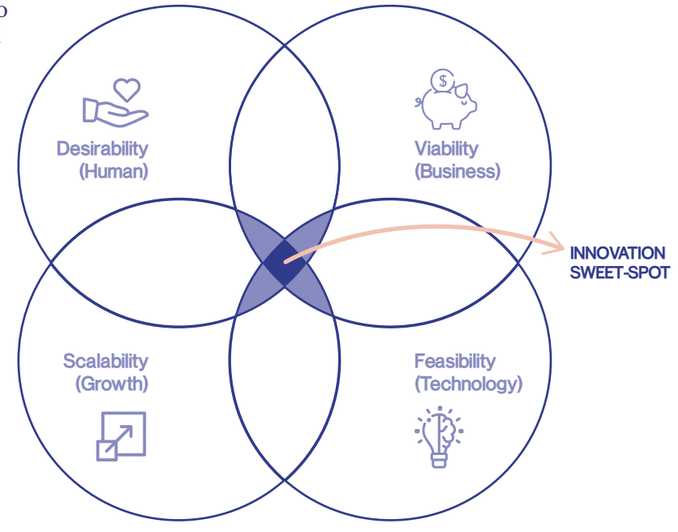


Figure 115. Four lenses of assessment for validating the acceptability of the granted solutions in this thesis ▶

ones transversally; giving some clarity on how the future could look like.

Feasibility
Feasibility measures the operational capabilities leveraged in a new solution. It asks the organisation to look internally, and if new capabilities can be leveraged by using the already existing ones, it can make the organisation become stronger.

In this case, as presented, the proposed solutions do not promote a radical change within Board of Innovation; instead, they are simple solutions aiming towards a reorganisation of current capabilities. There is no need to embrace new technologies, they rather encourage internal collaboration in the construction of a proper process – the Onboarding.

In the same fashion, employees confirmed the usability of the service and the willingness to implement most of it. Although there is yet room for improvement as they haven't been put into practice, the guidelines provided set a good starting point for the company.

All in all, this set of solutions will strengthen the positioning of Board of Innovation and will facilitate the daily activities of the employees.

Viability
Viability is one of the most important aspects of these solutions. Instead of focusing on the short-term of the arrival of new employees, and trying to make them productive from day one – which has been proven wrong during the research –, it centres the attention on the new employee. By shifting the mindset and making an Onboarding Process human-centred, BOI can help them understand and acquire knowledge more purposefully.

It is not about making them deliver outcomes from the first moment, but nurturing them with the expertise of the company for a longer period; paradoxically, this will ramp up their productivity and will make the contribute to the company faster and better.

The separation of the Onboarding Process in three different stages, according to the new employees' needs, and the liberation of a bit of responsibility on their own learning makes not only them have a smoother landing but also free current employees from unnecessary calls that; therewith, providing current employees with time (one of the main pain points at BOI).

Furthermore, the solutions demand for a bit of effort in the beginning to set up new procedures, and once they are already prepared there is not much to do in terms of maintenance; connecting with the next point.

Scalability
Scalability describes the possibility of undertaking meaningful changes in magnitude or capacity. In business terms, it's the capability of a system to enhance productivity upon resource augmentation.

In our situation, it applies to the fact that whether the solution would still be functioning the moment that BOI grows from being around 80 people and become a medium-size organisation of 200 people by 2024.

The solutions provided set clear directions to build a system that can be independently treated, tailoring Onboarding Process to the needs of the person, as well as creating standard processes to be used multiple times and simultaneously.

Further recommendations

Although a new Onboarding Process that can pave the way for these new employees could mean a quick win for the company and would improve their internal processes, it results not being sufficient if BOI does not consider investing time and effort in making it happen.

From research, it is observable that for a company to have a sustainable and viable growth, they need to take care of the employees in order to avoid unnecesary turnovers – which are significantly costly.

It is possible to perceive that Board of Innovation is a very agile organisation and they purposefully fight against becoming corporate, as it will destroy some of their core values. However, and unfortunately, growth is highly associated with structural change – which does not mean that it is worse, yet different.

We usually see big corporations that need to become ambidextrous in the sense of building those capabilities that are missing to them, i.e., create more agile and fast procedures in order to continue having a competitive advantage in the market. In the case of BOI is actually the opposite.

They are in a comfortable position being this small firm, but as they are wishing to grow and get some market share, they need to accept the fact that becoming ambidextrous from the other side of the cake is good and needed. All in all, they are an innovation company, therefore they should be willing to embrace change in a positive way and accept that decisions always bring consequences along; if a new strategy is embraced within, new times will come and nothing will be the same.

For this transition to happen, the company should really understand their assets, and the most important ones are its people.

Setting up a real concern for undertaking research within and being open to explore what is not working internally results essential to make this transformation become a reality; starting from the way the organisation hires people to the manner of selling and preparing projects' pipelines.

Board of Innovation lives in a very hectic environment, and solutions are expected for today if not even yesterday. This issue impedes the organisation to slow down, assess and reflect about the issues that are not truly working right now. Hence, if the company itslef is not willing to stop, someone inside has to take responsibility and do it; otherwise, they will struggle in the long-term.

We could see that the creation of a Product Manager to address internal issues was positive and useful for the operations of the company, which could serve as a example to continue exploring these kind of activities more often.

In addition to these decisions, an important gap is the lack of reflection on clients' projects. In order to avoid future mistakes and/or to improve internal capabilities, such as the methodology, it is absolutely necessary to conduct these kind of exercises.

At BOI, it is often said that they have amazing people and sometimes expertise and knowledge is assumed. Indeed, they do, but they should scape their own biases if they really want to take care of its employees' needs.

As an organisation, it is great to trust your employees and prioritise it over control. Nonetheless, this matter should not involve relying on their good praxis for everything, since you may be adding some extra layers of stress and pressure.

All of these recommendations, do not aim to criticise the organisation, but to challenge the status quo in order to help them build a prosperous future.

If only one thing characterises Board of Innovation is their willigness to create a positive impact in the world, and I am quite sure that they can copy this attitude to impact themselves too.

Being the above presented the directions that Board of Innovation needs to undertake in order to become a Open, Complex, Dynamic and Networked Organisation, the company will embrace the new shift by nurturing the evolution of the current existing knowledge and the acquired one through hirings of new talent and gains from the clients' work – as a consequence, Board of Innovation will be known as a 'Learning Organisation' powered by Design.

All in all, undertaking this series of transformational activities will make the company be aligned with their new mission 'Designing what life needs next'.

REFLECTIONS

“BALANCING THE NEEDS FOR EFFICIENCY AND INNOVATION SIMULTANEOUSLY POSES A SIGNIFICANT ORGANIZATIONAL CHALLENGE.” (JOHN KOTTER)

The final chapter of this thesis concludes and reflects on the generated insights and research process. Advantages and disadvantages of the research and its impact are discussed. Moreover, the goal of this project to contribute in the transition of Board of Innovation to become a more agile organisation through the implementation of a new Onboarding Process – among other strategic interventions, like the creation of the new role of Product Manager – is reflected.

Furthermore, the relationship between University and Industry – by using this project as a study case – is reflected.

Throughout every chapter, I have tried to take a critical mindset and to be challenging with my work. The issues that were being discussed have been treated from an impartial perspective; avoiding any possible bias due to my personal connection with the organisation, and being edgy and judgmental when the situation needed. Nonetheless, this reflection now tries to look back at what happened from October to March, and provides both a professional and personal reflection of what unforeseen discoveries came up, what significant external and internal factors influenced the pursuit of a solution, and what could be done differently throughout the project.

In a general sense, this thesis presents the impact that Design can have in supporting the mechanisms and structures of different organisations. In a more particular case, this project was meant to support Board of Innovation in becoming a thriving Strategy and Innovation firm.

During the initial stages of the project, I argue that the given briefing is the right problem to solve and I demonstrate the weaknesses of the initial scope through research; the problem situation got redefined in four different occasions throughout the project, proving that exploring the roots of the original issue was actually needed.

Regardless of the unpopular use of the Frame Innovation Method by Kees Dorst at IDE, its reading was truly inspiring for me. The moment I received the assignment, I could easily connect some dots – we were in front of a open, complex, dynamic and networked problem; I'm still doubtful whether the use of other methods would have brought as deeper results as this one did.

Furthermore, as explained during the theory part of this research, the Frame Innovation Method seeks to deepen into the problem situation before coming with any potential solution direction. For that, embracing complexity – instead of simplifying the problem – is indeed necessary, although it can make projects get too complicated if people are not able to cope up with this level of uncertainty.

Talking from a personal point of view, I did also struggle enduring difficulties during the project, overall in the initial stages. I chose this method according to the possibilities and benefits that it could bring to the table, knowing that the process potentially was going to be more challenging and demanding than usual. In the end, my first priority was to use my last opportunity at university to learn something new and develop new skills.

Yet, still today, I wonder whether using a double diamond could have brought the same deep outcomes that this method did; which, it could have made my life throughout the project way easier.

Another challenge that influenced the evolution of my project was finding myself between university and industry, and also the relation between them. I discovered that they are two different worlds – with the same end-goal, yet quite diverse approaches.

I had embarked in this graduation project with great enthusiasm and expectations, perhaps too many, thinking that condensing university and industry into one single project could result in a very state-of-the-art process. However, the story has been different. Whereas academia presents a slow, but deep process of research, with very well-fundamented steps, industry – and specifically Board of Innovation – has a very fast pace in coming with ideas, solutions and prototypes.

I found myself in a higher number of occasions – more than the ones I would have liked – defending one of the positions in front of the other. Instead of putting efforts into the work I should have been doing, these situations made me feel like living in a constant negotiation, which drained my energy too much.

This negotiation process made me quite early realise the tensions that were present in the manner of approaching the project. At some point, I was following both and none; which, made me felt a deep sense of failure, and the impostor syndrome arose as I was not meeting any of the expectations. This internal battle worsened after accepting a contract from Board of Innovation, which increased the pressure to deliver a good project, while following the requirements of university at the same time.

Moreover, my project has been the first experience that the company has had with a graduation project from IDE; and some misunderstandings in our relationship or their relationship with university made things more difficult than expected. I have been very close to the company and my colleagues from there since April 2021, and get some distance from the daily routines at Board of Innovation to become a student again has not been easy at all.

Assessing the learnings I obtained from TUDelft and, in particular from my master program, I am very grateful for acquiring the ability of apreciating not only the final outcomes, but the process itself. Industrial Design Engineering at TUDelft, presents a very methodical approach to problem-solving, which immensely contrasts with my personal way of being and working.

I like to define myself more as a 'feeling' than a 'rational' person, so it is my design process. It is usually very chaotic and dependent on intuition and 'gut feelings', which makes it difficult for me to convey what I have in mind sometimes. Before reading to Dorst, I thought that this was a big issue, overall because TUDelft teaches you to always follow a method to back up the ideas, yet I realised that intuition is highly connected to experience. With this, I do not want to be seemed as pretentious, yet I need to learn how to better combined both approaches as design is not an individual practice.

I realised how important communication is – choosing the right words at the right moment – even more when you need to convince others about your ideas. Digging deeper into this issue, I must say that working alone in such a big project for so much time, made me get lost within my own bubble very frequently, which worsened the communication problem that I usually have. Paradoxically, when working in teams, I can easily express myself better and I have been missing this a lot throughout my project.

Being conscious about the personal battles that I have fought during this project, I must say that this intense journey – despite taking me to my limits and making me fall sick (both mentally and physically) in several occasions – has made me get to know myself a bit better.

In addition, after arriving at the final solution, observing the outcomes achieved and receiving very positive comments from my colleagues at Board of Innovation, it made me realise and appreciate the effort in a different way. The process itself mattered, more than I was willing to accept myself, and the ability to use such a method to uncover very impactful insights is very welcome at Board of Innovation in the end.

In the beginning, the company showed some resistance to novelty and change, which was also paradoxical speaking of an innovation firm. These issues are explored in Appendix III, and some strategies to help the company shift their mindset have been embraced.

In the end, the directions at which I was able to arrive seem to be very promising for the company, and I am very happy to know that (if presented well, and with a clear message) Board of Innovation is willing to embrace and implement those ideas that align with the organisation; as it happened with the creation of the Product Manager role earlier in this journey.

Likewise, the new Onboarding Process seems to be contributing to the organisation by improving its internal structures. Although the solution here presented is not an avant-garde addition in the sense of inventing something new to the world, it results in a groundbreaking outcome for the internal mechanisms of Board of Innovation; which knowing the fact that I could help and bring something valuable to the company, made me extremely happy.

Last but not least, I hope that this project have also brought not only new solutions to the company, but also that it serves as inspiration to embrace new approaches and to be opened to collaborate closely with academia – no matter how different and difficult it gets. In the same fashion, I would like to see an academia closer to the industry, and to become more agile in the way of doing research – it is very easy to get lost in research; from my own experience. These two worlds, although different, could co-live if they are both willing to accept the trade-off of collaboration.

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APPENDIX I. BRIEFING

DESIGN FOR our future

TU Delft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT
Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy".
Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name	Pozo Rubio
initials	R.
given name	Roberto
student number	5099242
street & no.	
zipcode & city	
country	
phone	
email	

Your master programme (only select the options that apply to you):

IDE master(s):	IPD / Dfl / SPD
2nd non-IDE master:	
individual programme:	- - (give date of approval)
honours programme:	Honours Programme Master
specialisation / annotation:	Medisign
	Tech. in Sustainable Design
	Entrepeneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	Lianne Simonse	dept. / section:	DOS
** mentor	Sine Celik	dept. / section:	DOS
2nd mentor	Nick Bogaert		
organisation:	Board of Innovation BV		
city:	Antwerp	country:	Belgium

comments (optional)

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..

Second mentor only applies in case the assignment is hosted by an external organisation.

Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

Procedural Checks - IDE Master Graduation

APPROVAL PROJECT BRIEF
To be filled in by the chair of the supervisory team.

chair Lianne Simonse date 07 - 10 - 2021 signature L.W. L.Simonse Digitally signed by L.W.L.Simonse DN: cn=L.W.L.Simonse, o, ou, email=simlia@live.com, c=NL Date: 2021.10.07 15:19:27 +02'00'

CHECK STUDY PROGRESS
To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair.
The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: 30 EC

Of which, taking the conditional requirements into account, can be part of the exam programme 30 EC

List of electives obtained before the third semester without approval of the BoE

★ YES all 1st year master courses passed

○ NO missing 1st year master courses are:

name C. van de rBunt date 12 - 10 - 2021 signature

FORMAL APPROVAL GRADUATION PROJECT
To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked **.
Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content: V APPROVED ○ NOT APPROVED

Procedure: V APPROVED ○ NOT APPROVED

comments

name Monique von Morgen date 26/10/2021 signature MvM

Personal Project Brief - IDE Master Graduation

Business Design Methodology: Embedding Human-Centred Design practices into organisations
project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 01 - 10 - 2021 10 - 03 - 2022 end date

INTRODUCTION **
Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

Escalating complexity of the business world establishes an organisation's ability to innovate as its most significant competitive advantage. And as linear, rational approaches have proven insufficient for the goal, executives seek novel and creative ways to develop and realise breakthrough strategies.

A recent study revealed that an effective use of design, capable of integrating and embedding its principles up to the senior level of an organisation, outperforms the S&P 500 by a stunning margin — 219% over the previous decade (Rae, 2015; see Figure 1a). Another research estimated the design's contribution to the UK's economy at €100 billion (£71.7 billion) in gross value added (gva), equivalent to 7.2% of the national gva (Design Council, 2015).

However, becoming innovative is a challenging and demanding task for organizations, which — despite investments in innovation initiatives, they do not always yield the intended results. In this regard, the revised view of design opens up avenues for a long-held aspiration of design consulting — to approach strategic assignments and innovation initiatives from the beginning. The fusion of design and strategy arises distinctively in a form of business design, the discipline seeking to apply the design principles and toolkit to complex business challenges and innovation ambitions.

In this context, as an Innovation Consultancy, Board of Innovation's job is to embed design practices within these organizations and to help them innovate more and better by bringing a hands-on toolkit, which consultants and design professionals can use to become well-equipped in developing offerings, improving operations and crafting strategies.

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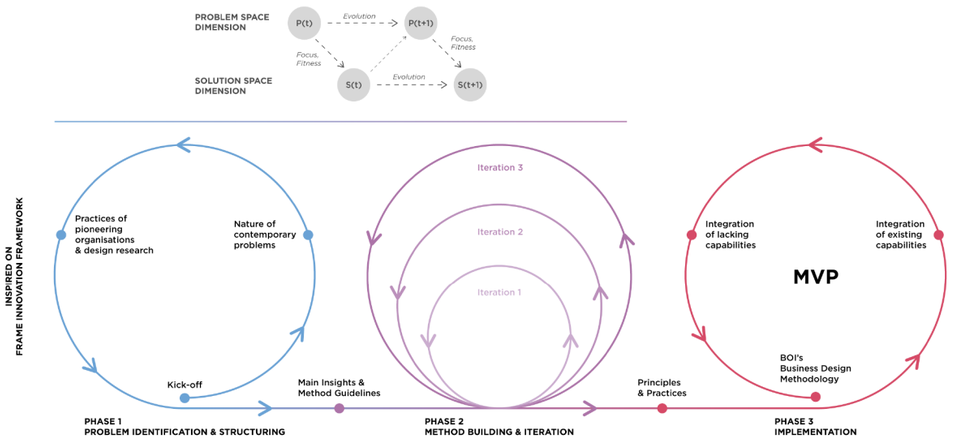

image / figure 1: Design framework adapted from Dorst, K. (2016). Frame Innovation: Create New Thinking I

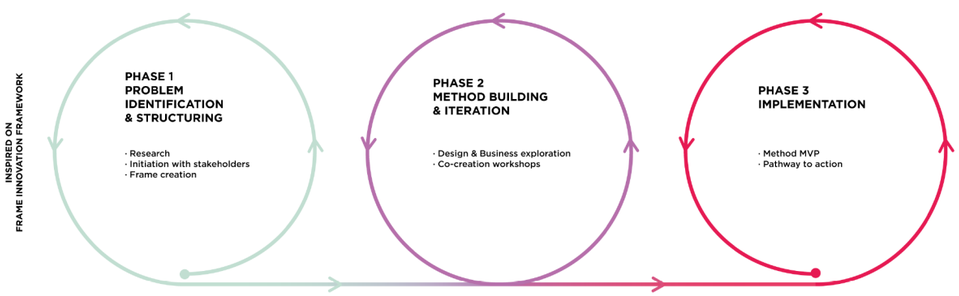

image / figure 2: Scope of the outcomes of every phase of the framework

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

Understanding Business Design as a hybrid role that blends practices from several fields: service design, design strategy, product management, business analysis, and management consulting; and whose purpose is applying human-centered methodologies to innovate or optimise the business-related elements of a service, product and/or organisation.

Moreover, taking into consideration that business design is a constantly evolving topic and designing a solid methodology that can be proven valid could take several years, this project aims to consolidate a MVP of a Business Design Methodology for Board of Innovation, so that the organisation can fulfil their goals of moving towards more strategic and business design related projects.

In so doing, some of the questions that this enterprise seeks to answer are:
1. Understanding the problems that organisations are facing nowadays and will be facing in the upcoming years.
2. Understanding what internal and external capabilities Board of Innovation needs to build in order to be prepared for the challenges that its clients are going to be facing, in order to develop a unique approach that can make them different from its competitors.
3. Setting up the guidelines for structuring and building such capabilities within the organisation according to the proposition of Business Design Methodology.

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

Designing a MVP of a Business Design Methodology for Board of Innovation that can help them navigate their clients through their challenges.

The following thesis will be inspired by Kees Dorst's Frame Innovation (2016) to explore the nature of the problem presented above. In order to undertake this research, the process will be divided into 3 phases (figure 1): Problem identification & structuring, Method building & iteration, and implementation.

Eventually, it is expected that the final deliverables will be presented in the form of a report and a booklet that wraps the following points:

1. Board of Innovation's Business Design Methodology, gathering:
a) MVP Board of Innovation's Business Design Methodology, in the form of an ambidextrous (O'Reilly & Tushman, 2004) playbook that combines both Entrepreneurial and Academic approaches such as those contained in the Delft Design Guide (van Boejin, Daalhuizen & Zijlstra, 2020), which helps in the onboarding process of new employees as well as in the internal management of client's projects.

2. Implementation plan of Board of Innovation's Business Design Methodology:
a) If applicable, creation of new tools and frameworks needed at the organisation.
b) A scalable approach to knowledge sharing/building at Board of Innovation.

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 1 - 10 - 2021

10 - 3 - 2022 end date

To navigate through the planning go to: https://miro.com/app/board/o9J_lskomSs=/?invite_link_id=965477756051

As introduced above (figure 1), the framework that is going to be used during the thesis will be inspired by Frame Innovation (Dorst, 2016), and Co-evolution of problem-solution (Dorst & Cross, 2001). These frameworks will act as overarching guidelines for the execution of the present thesis, and within them the use of other perspectives, models and approaches such us Co-Design and Co-Creation (van Rijn & Stappers, 2008; Sanders & Stappers, 2008; Sanders & Stappers, 2012), or Context Variation by Design (Kersten, 2020) among others are expected to be used throughout the different phases of the project.

Due to the openness, complexity, dynamic and networked features of the topic, during the first two phases of the project (Problem Identification & Structuring, and Method Building & Iteration), an exploratory approach is going to be prioritised. The Co-evolution of Problem-Solution (Dorst & Cross, 2001) outlines the importance of iterating on the use of the solution space to reframe the problem space and vice versa.

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... Stick to no more than five ambitions.

When I started setting up my graduation project I realised that this was going to be: first, probably the last opportunity of working on a project of my choice, and second, an opportunity to use the objective of the project to learn something new. Additionally, it would constitute the final bridge between Academia and Industry.

Previously, I had the opportunity of working as an Innovation Strategist and Social Impact Consultant at Board of Innovation and the hectic, agile and innovative atmosphere of the organisation made me fall in love with the type of work that is usually being done. However, there is always more to be done and after some exploration at the company I found out that I could deploy my Strategic Design skills to help Board of Innovation enhance and consolidate its position in the market as one of the best innovation agencies of the world.

Regarding ambitions, I can divide into two layers. The first one comprehends applying theory and competences acquired in the MSc Programme Courses; the second layer is about expanding my abilities as a design practitioner in the world of business and truly understanding how the design language can be used and fully applied in this sector.

In terms of abilities as a design practitioner, I see this as an excellent opportunity to practice skills that involve client-management, effective communication and adaptability. Also, this graduation project is a bridge to a professional career as a consultant. After my graduation, I will pursue jobs in this environment. Even more, having the graduation outcome as an applied case of helping a consultancy develop and implement certain capabilities will strengthen my profile as an innovation strategist.

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FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

I am taking ownership of the research, although I will be working closely with Nick Bogaert — partner and Head of Growth at Board of Innovation. The graduation project will be mainly conducted online, and if COVID-19 regulations allow, I will be working from the Amsterdam office once a week. In case that the assignment requires, there is also the possibility of visiting the headquarters in Antwerp.

APPENDIX II.
INITIAL RESEARCH FRAMEWORKS

As introduced in Chapter 1, due to the evolving nature of the research, both the planning and initial research frameworks were accordingly evolving over time. Hereafter, the first three evolutions of the aforementioned research frameworks are presented in Figures 1-3.

It is possible to observe the influence of Dorst's Frame Innovation Method, in addition with the co-evolution of problem-solution from Dorst and Cross at the early stages of the research.

As long as the project was evolving and insights were being uncovered, the foundations of the research were being defined. This is being presented very clearly for example in Figure 3, where the research gets divided into two different fields with the same scope – understand the wider picture of the problem situation.

Eventually, this process arrived to the final framework presented in Chapter 1.

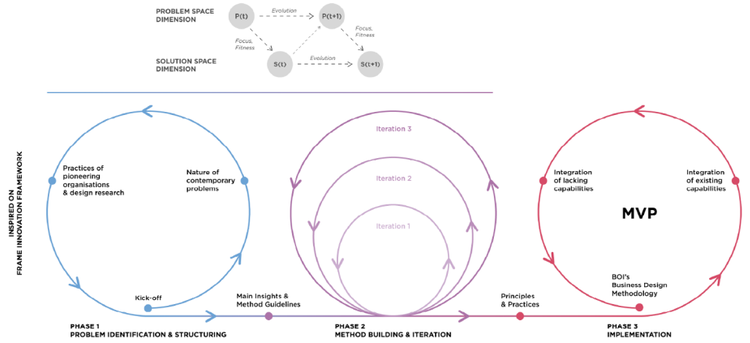


Figure 1. Research Framework version 1

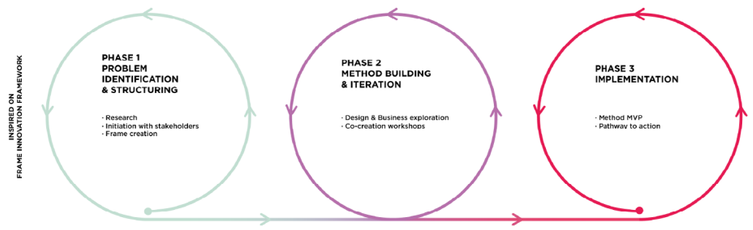


Figure 2. Research Framework version 2

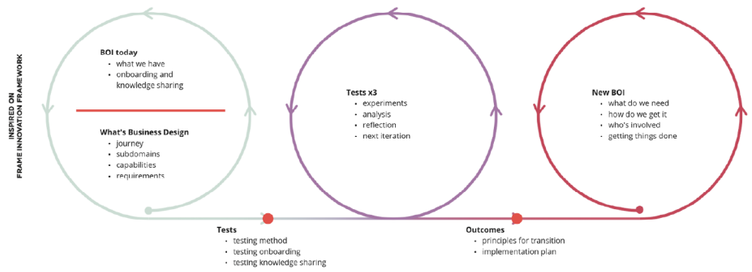


Figure 3. Research Framework version 3

APPENDIX III. CHALLENGES FOR MODERN ORGANISATIONS

"THIS IS THE FATE THAT NORMALLY BEFALLS THE OPEN, COMPLEX, DYNAMIC, AND NETWORKED PROBLEMS: THEY ARE SUBJECTED TO A RATIONAL SIMPLIFICATION, LIMITED AND ADAPTED TO WHAT THE ORGANISATION CAN HANDLE, INSTEAD OF THE ORGANISATION DEVELOPING ITSELF TO THE POINT WHERE IT CAN DEAL WITH THESE COMPLEX ISSUES AS THEY ARE." (DORST, 2015)

The following Appendix introduces innovation inhibitors, and a strategic solutions to innovate against them – in particular to the process of transforming an organisation that can survive in an Open, Complex, Dynamic, and Networked environment. This overview is used to illustrate the main streams in literature and to frame the research.

Contemporary challenges

Nowadays, there are ten challenges that form a set of common concerns. Three performance challenges, four substantive challenges, and three contextual challenges are binding disciplines and professions as a common field.

Also, Dorst's work states that the first three are connected to the nature of design professions:

1. Act on the physical world;
2. Address human needs;
3. Generate the built environment.

Although, these attributes are not enough to transcend changes in the larger world, giving rise to the next substantive challenges:

4. Increasingly ambiguous boundaries between artifacts, structure, and process;
5. Increasingly large-scale social, economic, and industrial frames;
6. An increasingly complex environment of needs, requirements, and constraints;
7. Information content that often exceeds the value of the physical substance.

In addition, three contextual challenges define the nature of many design problems today. They affect many of the major design problems that challenge us and are linked to complex, social, technological or technical systems:

8. A complex environment in which many projects or products cross the boundaries of several organisations and stakeholder, producer, and user groups;
9. Projects or products that must meet the expectations of many organisations, stakeholders, producers, and users;
10. Demands at every level of production, distribution, reception, and control.

Despite this new direction of the world, public organizations and companies alike are not changing the way of approaching these problems, as they cannot be solved in the same manner we were used to in the past; the trusted routines just do not work anymore. These challenges require new frameworks of theory, research, and a qualitatively different approach to address contemporary problem areas while solving specific cases and problems.

This is the fate that normally befalls the open, complex, dynamic, and networked problems: they are subjected to a rational simplification, limited and adapted to what the organisation can handle, instead of the organisation developing itself to the point where it can deal with these complex issues as they are (Dorst, 2015).

A badly run problem-solving process not only unnecessarily antagonises people but, by putting them on the defensive, forces them into a very narrow behaviour pattern. They cannot be their nice, normal, and understanding selves anymore because they are thrust into a position where they are forced to fight to their immediate interests. This distances them from an essential part of their humanity.

This understanding is important as we face huge challenges in the coming years. Individuals and organisations will increasingly be faced with open, complex, dynamic, and networked problem situations, and will have to adapt their problem-solving ability to cope. Developments like the growing inequality in the world, climate change, scarcity of resources, and environmental damage will generate myriad problem situations that just cannot be solved with our existing frames.

Innovation against challenges

Turning an organisation proactive and anticipating demands wide-ranging transformational efforts. In principle, this translates into the reinterpretation of almost every organisational aspect. This means from an external perspective its purpose, competences, activities, and propositions (Prahalad and Hamel, 1990; Govindarajan and Trimble, 2005; McDonald, 2011; Kotter, 2012) and from the internal one its talent, structures, processes, and even overall purpose (Lin, 2018: 24-30; Quinn and Takhor, 2018; Sharma and Meyer, 2019: 61-62) (*see Table 1*).

In this regard, reinterpreting corporate aspects to provide a (continuous) stream of novel offerings in order to compete in an ever-changing business landscape is called innovation; and it is indeed this innovation that many scholars and practitioners suggest to contribute to adaptability, flexibility, and efficiency, hence survivability of firms (Forés and Camisón, 2016; Leavy, 2014; Martin, 2010; Denning, 2012; D'Ippolito, 2014; Kelley et al., 2009; Gino, 2018). If innovation addresses these transformational criteria to maintain competitiveness in today's 'transient-advantage economy', it then must be crucial for the contemporary organisation.

External Perspective	Internal Perspective
Purpose	Purpose
Competences	Talent
Activities	Structures
Propositions	Processes

Table 1. Organisational aspects to consider for the transformation of an organisation

Despite the unequivocal praise, an exact definition of innovation has proved elusive, not least because of its dependence on framing and perspective. Albeit scholars and practitioners assume different focal points, most definitions relate to 'newness' in various ways. However, the perception of newness lies to some extent in the eye of the beholder. This subjective view on innovation might be a reason for its diverse, yet vague interpretations; becoming 'the buzzword' of the moment (Zhexembayeva, 2020).

Roberts emphasizes with the formula "innovation = invention + exploitation" (1987:3) the utilisation process itself of novel products or processes: "The invention process covers all efforts aimed at creating new ideas and getting them to work. The exploitation process includes all stages of commercial development, application, and transfer [...]" (ibid.). Roberts' process focus is shared by other researchers as a "sequence of organisational and individual patterns" (Goldhar, 1980:284) that facilitates the "search for [...] new products, production processes and new organisational set-ups" (Dosi, 1988:222).

A different, yet practice-based perspective on innovation is provided by Brown (2009) from IDEO. He argues that their approach is about solving problems through transferring "designers principles, approaches, methods, and tools" (see also Liedtka, 2015) to other disciplines. By doing this, Brown is less concerned with what innovation is, but what criteria it fulfils: Innovation is a novel (re-) combination of feasibility, viability, desirability, and lately incorporated integrity (Figure 1) (Shabazi, nd).

Complementary to defining the actual meaning of innovation, literature (e.g.,

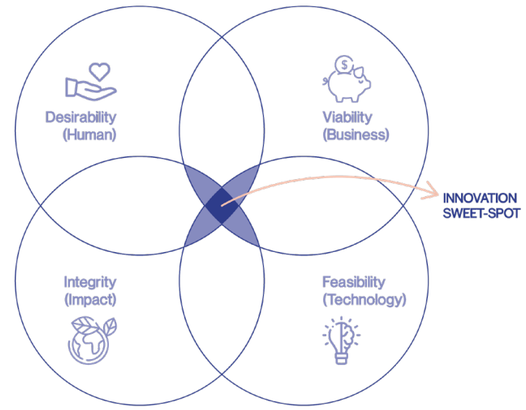


Figure 1. Design Innovation as a combination of desirability, viability, feasibility and integrity

Schlaak, 1999) suggests a practical qualitative differentiation: the degree of (perceived) newness. This degree is often described with dichotomies such as 'evolutionary versus revolutionary', 'major versus minor', 'continuous versus disruptive', or 'incremental versus radical' (Hauschildt and Salomo, 2011:12).

Although literature frames the terms 'radical & incremental' as dichotomies, they can be understood as the extreme ends of a continuous spectrum. Nonetheless, a definition of both extremes arguably supports the comprehension more than a description of the continuum as a whole. Benner and Thurman (2009) define incremental innovation as minor changes on a "technological trajectory" utilising a "firm's existing capabilities, while radical innovation fundamentally changes the technological

trajectory and associated organisational competencies." Arising thereby innovation implies extrapolation (incremental) or discontinuation (radical) of the status quo.

On the other hand, Verganti views discontinuation as a proposal of new socio-cultural meaning (2008).This introduction of 'meaning as innovation driver' extends the focus of innovation beyond technology. The concept of 'meaning-driven innovation' (ibid.) describes this phenomenon adequately: In economic environments of abundant and ubiquitous technological knowledge, increased sharing of knowledge amongst alliances and disappearing thresholds to new technologies (Verganti, 2011), the social impact – or contained meaning – of technology grows in significance as innovation driver. Therefore, the technological dimension of innovation must be understood in relation to a socio-cultural dimension. However, meaning-driven innovation relies on the ability to understand and interpret emerging social needs and connotation shifts. Unlike technological innovation, the act of giving meaning is a semantic act that eludes pure rationalism. This anticipatory act supports the creation of proposals on alternative 'trajectories' – in other words radical innovation (See Table 2).

Another significant difference in the characteristics of radical and incremental innovation appears to be located in the problem and solution spaces they operate in. On the one hand, incremental innovation bases on the assumption that the innovation result is discovered and implemented in a context similar to the existing one (e.g., similar product categories, similar customers, similar markets) (Norman and Verganti, 2014; Dorst, 2015:15). Incremental innovation develops – step by step – improvements through 'known unknowns' (i.e., linear continuation of action, since the targeted goal and its conditions are known).

On the other hand, radical innovation refers to an implementation scenario notably different from the status quo (e.g., different product categories, different customer segments, different markets, or even industries) (Hamel, 2007). Neither context, process, nor solution can be (fully) understood before their actual realisation (ibid.). Hence, this type of innovation is an exploration of 'unknown unknowns' - this implies a required change of action, since the targeted goal is unknown. A new meaning is proposed. Consequently, radical innovation can be considered in contrast to aforementioned continuous improvements and represents its own innovation category.

The explorative potential of radical innovation can enable fast and tremendous growth for organisations: Being the first to discover and enter a new market, identifying a new customer segment or creating a new offering category creates an invaluable advantage. With growing awareness about the importance of innovation for firms, a great number of tools, journals and books dedicated to increasing innovativeness and creativity are available to the public (Zhexembayeva, 2020). Despite scholarly emphasis on this specific innovation category over the last decades (Norman and Verganti, 2014), radical innovation still appears hard to come by as shown in failure rates above 90% (Nussbaum, 2005). Organisational performances display difficulties in managing and deploying their full innovation potential (Sun et al., 2011).

These difficulties are shown in particular by organisations unfamiliar with creative practices. The utilisation of an enterprise's innovation capacities turns into a decisive factor for the survival in a transient-advantage economy (McGrath, 2013a). The firm's level of innovativeness directly impacts its market performance. Moreover, because highly innovative corporations can increasingly leverage their unique creative capabilities to further generate advantages, low innovativeness is fatal. Organisations need to adapt or otherwise industries will converge to oligopolies.

But what makes it so difficult for organisations to increase their innovativeness? The multitude of enablers which often do not yield the intended results (Christensen and Nielsen, 2019), suggest that there are forces working against the transformation towards improved innovation capacities (Leavy, 2014; Gino, 2018; Hauschildt and Salomo, 2011: 96-115). Not addressing these inhibiting elements in order to overcome them, is likely to result in stifled innovation endeavours, because the initiatives cannot install the necessary transformation.

Escalating complexity of the business world establishes an organisation's ability to innovate as its most significant competitive advantage. And as linear, rational approaches have proven insufficient for the goal, executives seek novel and creative ways to develop and realise breakthrough strategies, where Design has been standing out lately.

A recent study revealed that an effective use of design, capable of integrating and embedding its principles up to the senior level of an organisation, outperforms the S&P 500 by a stunning margin – 219% over the previous decade (Rae, 2015; see Figure 1a). Another research estimated the design's contribution to the UK's economy at €100 billion (£71.7 billion) in gross value added (gva), equivalent to 7.2% of the national gva (Design Council, 2015).

However, becoming innovative is a challenging and demanding task for organizations, which – despite investments in innovation initiatives, they do not always yield the intended results. In this regard, the revised view of design opens up avenues for a long-held aspiration of design consulting – to approach strategic assignments and innovation initiatives from the beginning. The fusion of design and strategy arises distinctively in a form of business design, the discipline seeking to apply the design principles and toolkit to complex business challenges and innovation ambitions.

Innovation Drivers	Incremental Change of Meaning	Radical Change of Meaning
Incremental Change of Technology	Market-pull innovation (reliability driven), through analysis of status quo; Incremental extensions of purpose	Meaning-driven innovation (validity driven), through socio-cultural understanding; Convert technology for new purposes
Radical Change of Technology	Technology-push innovation, through professional research; New technology is fitted to existing needs	Technological epiphanies, through (re-)interpretation of culture and technology; Match of emerging needs and emerging technology

Table 2. Meaning-driven Innovation; based on Verganti, 2008.

The OCDN Organisations

As stated above, innovation is essential to generate or capture business opportunities, and create value. Martin (2010) proposes a concept that incorporates two essential approaches to value creation: "exploration", and "exploitation". The former as "a generation of potential value through the search for new knowledge", and the latter "as realisation of potential value by maximising the payoff from existing knowledge." Both perspectives imply very different attitudes, so that they may find themselves contradictory and incompatible. Managing this would mean falling into the territory of paradoxes. As defined by Dorst (2006), "a paradox is a complex statement that consists of two or more conflicting statements."

When organisations are involved within an OCDN environments, they have to deal with real-world paradoxes that are caused by conflicting values and needs on the problem side, or by the incommensurability of design outcomes on the solution side. Therefore, building the necessary ambidextrous mindset to be able to tackle paradoxes is crucial for these organisations to overcome this hectic process.

In doing so, Table 3 showcases the contrasting characteristical elements that an ambidextrous organisation may present.

Successful organisations cannot rely on either exploration or exploitation alone, they have to engage with both simultaneously. Exploitation generates the necessary resources for exploration, which in return generates the next business opportunities for exploitation. This simultaneous engagement is what we understand as 'ambidexterity'.

Most of our conventional strategies were conceived to work in a reasonably isolated, static, and hierarchical order. When a problem appears, we could isolate it into a separate problem arena, decompose it into relatively simple subproblems and analyse these, create subsolutions, and then build those subsolutions together in an overall solution that satisfies all. If this strategy of divide-and-solve failed, the use of the alternative strategy of "simplifying" the problem area by overruling some parties and forcing a situation that satisfied the most powerful player was brought forward.

However, transferring these approaches to organisations that aspire to play within OCDN environments and, therefore, become ambidextrous is likely to be unsuccessful. Problem solvers are seen as "goal-seeking information processing systems," operating in an objective and knowable reality. Simon (1969: 54) explicitly states that his theory does not take into account the processes and results of human perception, assuming that humans are simple entities, when on the contrary, they are "complex constructs of the reflection of our apparent complex environment."

In studying an "adaptive system" (like humans), we can often predict behaviour knowledge of the system's goals and its outer environment, with only minimal assumptions about the "inner environment" (Simon, 1969: 53). Thus, explorative actions (with an imminent goal to innovate) can be steered by designing its context simultaneously. For innovation to happen, organisations must design this 'environment' – the intra-organisational prerequisite for innovation: structures, staff, culture and systems (Govindarajan, 2006).

This demands identification, analysis and reflection of external developments in relation to the creation of appropriate processes, structures, culture and vision within the organisation. The objectives for management in this concept are defined by leading a continuous reconfiguration for favorable internal innovation conditions (Rindova et al., 2011). Nonetheless, this term is unique to each setting, changes over time, is networked, and contains conflicting requirements from involved stakeholders; representing a wicked problem (Dorst, 2015: 11).

If management is supposed to solve this wickedness by continuously interpreting and shaping the conditions of ambidextrous organisations (Verganti, 2017; Battistella et al., 2012), it is understandable that (in alignment with previous sections) design needs to be embraced by organisations.

	Exploitation	Exploration
Focus	Administration of business	Invention of business
Goal	Continuity: Systematically refining the status quo	Discontinuity: Dynamically challenging the status quo
Driver	Analysis, reasoning, data from the past, mastery	Intuition, feeling, hypotheses about the future, originality
Orientation	Convergent and short-term	Divergent and long-term
Innovation Engagement	Reactive and scattered	Proactive and continuous
Progress	Accomplished in measured, careful and incremental steps	Uneven, scattered, difficult to measure, radical leaps
Risk & Reward	Minimal risk, predictable but smaller rewards	Increased risk, uncertain but potentially higher rewards
Challenges	Exhaustion and obsolescence	Failure to consolidate and exploit returns
Structure	Hierarchy	Network
Command	Top-down management	Collaborative leadership
Problem Types	Hard and complex	Wicked and dynamic

Table 3. Comparison of Organisational Behaviour of ambidextrous organisations; based on Kotter, 2014.

APPENDIX IV.
RESEARCH PROCESS

A | Organisational Design at BOI

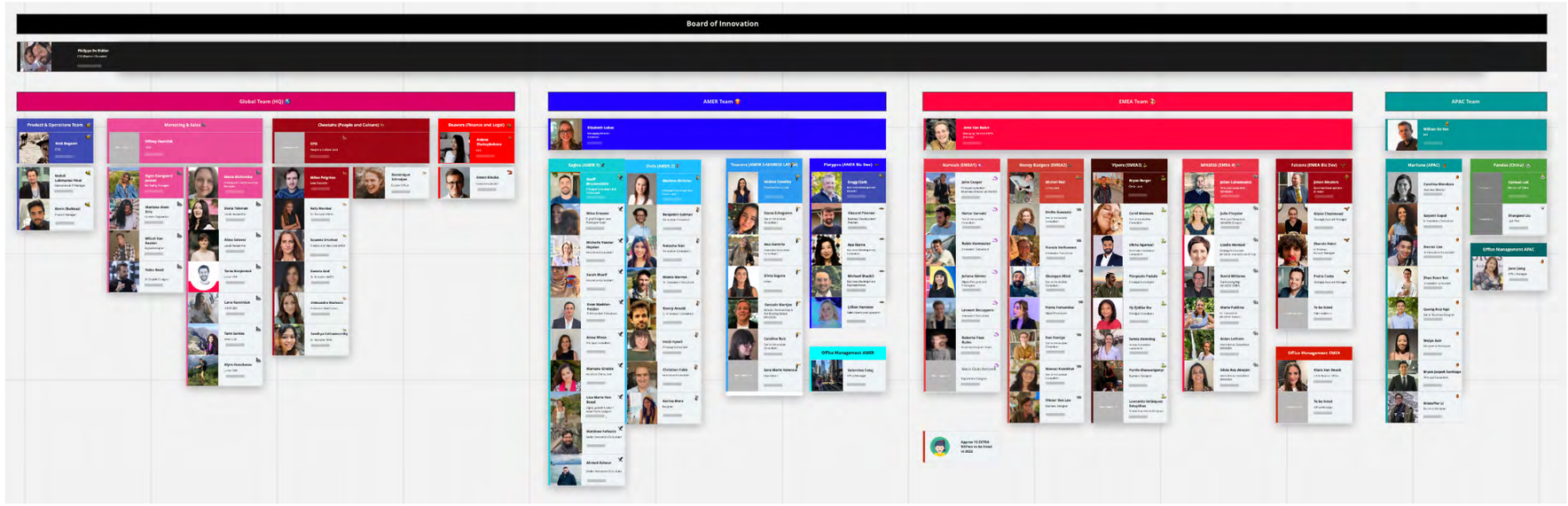
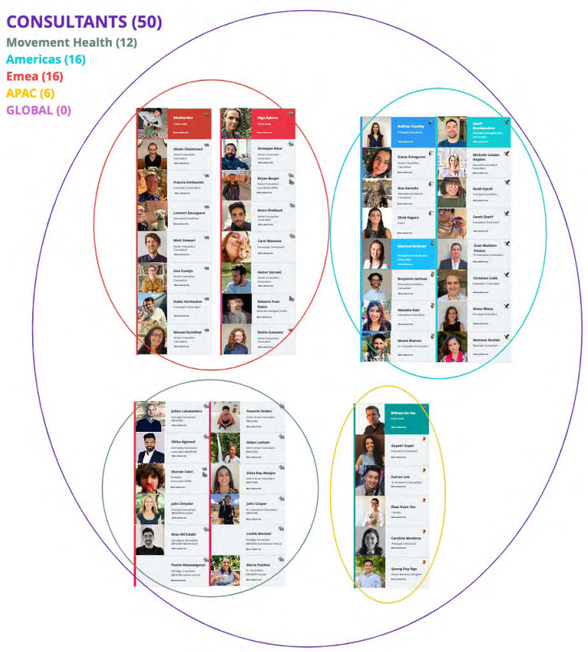


Figure 1. Organisational Design Chart of Board of Innovation in MIRO (Feb. 22th, 2022) ▶

Figure 2. Organisational Design Chart of Board of Innovation based on roles, (Oct. 14th, 2021) ▶



DESIGNERS (4)
Movement Health (0)
Americas (2)
Emea (2)
APAC (0)
GLOBAL (0)

BUSINESS DEVELOPMENT (5)
Movement Health (0)
Americas (2)
Emea (3)
APAC (0)
GLOBAL (0)

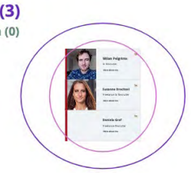
FINANCE (3)
Movement Health (0)
Americas (0)
Emea (0)
APAC (0)
GLOBAL (3)

MARKETING (4)
Movement Health (1)
Americas (1)
Emea (0)
APAC (0)
GLOBAL (2)

RESEARCHER (2)
Movement Health (0)
Americas (0)
Emea (2)
APAC (0)
GLOBAL (0)

OFFICE MANAGER (2)
Movement Health (0)
Americas (1)
Emea (0)
APAC (0)
GLOBAL (1)

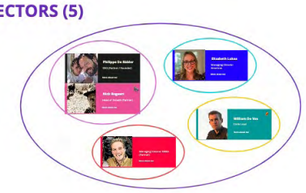
RECRUITERS (3)
Movement Health (0)
Americas (0)
Emea (0)
APAC (0)
GLOBAL (3)



PEOPLE & CULTURE (2)
Movement Health (0)
Americas (0)
Emea (0)
APAC (0)
GLOBAL (2)

IT (1)
Movement Health (0)
Americas (0)
Emea (0)
APAC (0)
GLOBAL (1)

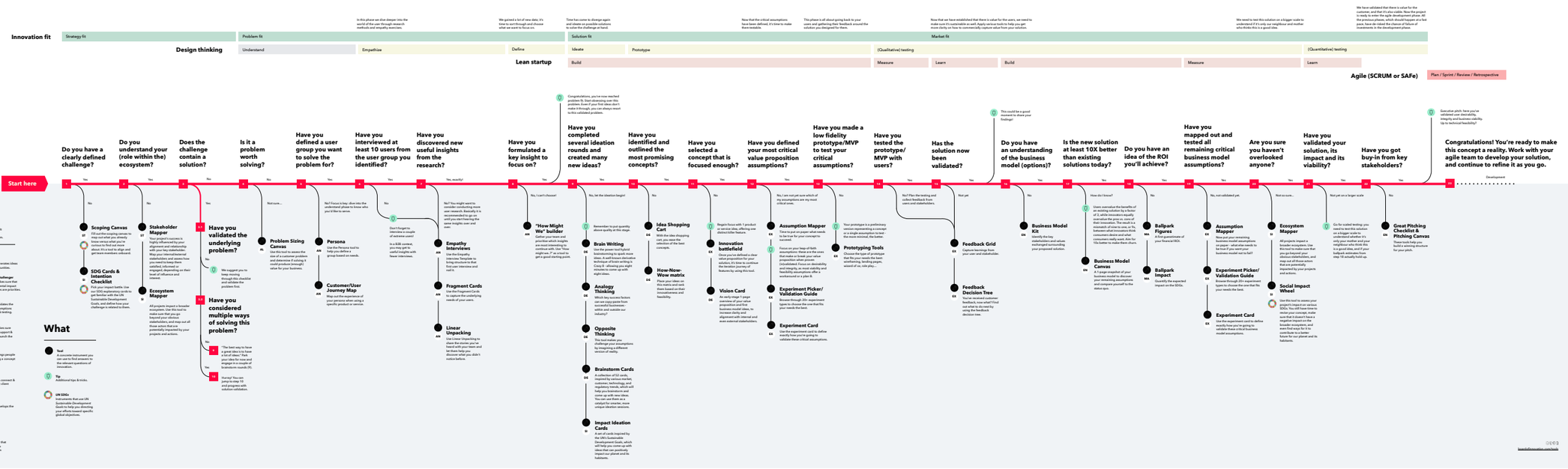
MANAGING DIRECTORS (5)
Movement Health (0)
Americas (1)
Emea (1)
APAC (1)
GLOBAL (2)



FUNDRAISING (2)
Movement Health (2)
Americas (0)
Emea (0)
APAC (0)
GLOBAL (0)

B | Innovation A-Z Template

Innovation A to Z



C | Interviewing Process

The interviews were conducted by videoconference or in person, and they were built around core themes using open-ended questions aimed at providing a deep and detailed understanding of our interviewees' professional roles, and their thoughts on the different research questions. In all interviews, we probed to get specific information on interviewees' memorable experiences.

Selection of participants

As mentioned in Sections A & B, a focus on consultants was selected. Although, as the discovery of new insights were bringing new directions, the umbrella of possibilities was opened to other roles at the company too.

As Board of Innovation is a very open company, the process of interviewing and interacting with these participants has been done in a very organical manner. Although, most of the conversations were undertaken in a structured way through thoughtful questions (see Table 2), some of these interactions have also been happening in a very informal way during breaks at the office – which were impossible to track due to the nature of them.

In the same fashion, some of these participants were brought to the discussion in several occasions with different approaches or even to continue exploring further the original one. Thus, Table 1 gives an overview of the interviewees, their roles, the number of interactions and their functions concerning the research question.

Participant	Role	Number of interactions	Why is (s)he interesting for the discussion?
Nick Bogaert	COO / Thesis Mentor	+5	Problem owner
Kevin Shahbazi	Senior Consultant / Product Manager	+5	Problem owner
Jennifer Tsitsopoulos	Principal Consultant / Methodology Expert	1	Expert in methodologies
Olivier de Hous	Associate Consultant	1	New employee
Evan-Madden Peister	Senior Consultant	1	New employee
Robin Vermeulen	Consultant	1	New employee
Lise-Marie van Voxel	Growth Hacker	1	New employee
Mehdi Lahmamsi	Operations & IT Manager	+3	New employee / Associated to the problem
Klara van Hoeck	EMEA Office Manager	+3	Associated to the problem
Milan Pelgrims	Lead Recruiter	1	Associated to the problem
Dominique Schroijen	Culture Officer	1	Associated to the problem
Bryan Berger	Circle Lead	1	Associated to the problem
John Cooper	Principal Consultant	1	New employee
Arne van Balen	EMEA Regional Manager	1	Associated to the problem

Table 1. Overview of the interviewees

Interview Script

Table 2 gathers all the questions that could have been asked during the aforementioned interviews.

However, the scripts were tailored to the interviewees in order to extract the most relevant information from them; e.g., the focus of the interview with the Office Manager or the Lead Recruiter were around the process of landing at the company, rather than the methodology.

Introduction to and explanation of the research, as well as the purpose of the interview by the interviewer. Eventually, thanks the participant for her/his time.	
Warm-up / Generic Questions	
Question 1	Introduce yourself on an personal level.
Question 2	Introduce yourself on a professional level.
Question 3	What are your skills? / What are you good at?
Question 4	What were you doing before joining Board of Innovation?
Question 5	How long have you been at Board of Innovation?
Question 6	Did you know Board of Innovation before joining? If so, what for?
Question 7	Did you apply for a position or did someone else contact you?
Question 8	Why did you join Board of Innovation?
Question 9	Could you describe the process of getting the position? From the application until landing at the company.
Question 10	What differences do you find between BOI and your previous employers?
Question 11	What are you adding to the team?
Question 12	What satisfies you the most from your work at Board of Innovation?

Question 13	What aspects of your work don't give you satisfaction?
Culture / BOI as a team	
Question 1	Could you describe the process of landing at BOI?
Question 2	Could you describe the process of meeting the colleagues?
Question 3	What do people that work at BOI have in common in your opinion?
Question 4	What makes BOI be a good team?
Question 5	Was there anything that surprised you when you arrived?
Question 6	Did you miss anything during the process of landing at the company? Would have you liked to have a different one?
Knowlege / BOI as a company	
Question 1	What is BOI's mission?
Question 2	What are BOI's values?
Question 3	What do you think BOI is good at doing?
Question 4	What do you think BOI is not so good at doing?
Question 5	What does BOI offer?
Question 6	What problem does BOI solve?
Question 7	What problem does BOI not solve? Why is this irrelevant?
Question 8	Did anyone provide any kind of training, materials and/or information to understand these processes or BOI's working philosophy?
Question 9	What can you say today about the process or methodology of BOI?
Question 10	Would you change anything about this process?
Question 11	Do you have any opportunity to gather new knowledge or learnings acquired from a project to improve the methodology?
Question 12	Is it common to share some learnings with the rest of the company? How do you share them?
Question 13	Would you change anything about this process?

Knowledge Sharing / BOI as a learning organisation	
Question 1	What do you do when you find a blocker during a project?
Question 2	Is there any place you can consult if you have any questions or doubts when facing a project?
Question 3	What do you like about this process of knowledge sharing at BOI? What don't you like about it?
Question 4	How often is a colleague's help valuable?
Question 5	Do you have any resources, databases, or any kind of repository that you can consult information from?
Question 6	Would you change anything about this process?
Clients & Consultants / Daily work at BOI	
Question 1	How does a normal day as a consultant look like?
Question 2	Could you describe the process of closing deals and getting projects from clients?
Question 3	Do you approach them or are they the ones who contact BOI?
Question 4	How do you prepare for these projects? Could you describe your process?
Question 5	Would you do anything different?
Business Design & Strategy / BOI s Methodology	
Question 1	Could you describe what Business Design means to you?
Question 2	What are the non-negotiable aspects that every company that does Business Design should include in their projects?
Question 3	Could you describe your hypothetical approach to one of these projects?
Question 4	Is it always the same procedure? / Why / Why not?
Question 5	If you would have the opportunity to include new steps or procedures within BOI s current methodology, what would they be? / Why?
Closing	
Question 1	Is there anything that you would like to add to this interview that you consider it is important to look at?

Table 2. Overview of the interview script

D | Internal Analysis of BOI

SWOT

Strengths

Weaknesses

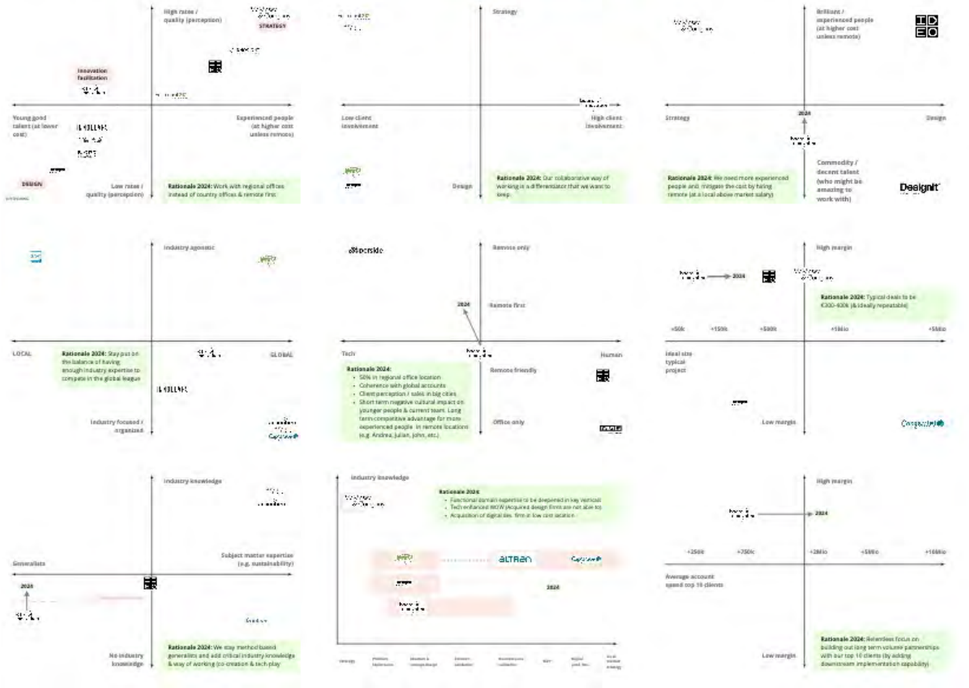
Opportunities

Threats

Competitive positioning

[Check competitive insights on Dovetail]

Disclaimer: strong focus on STRATEGY / DESIGN / INNOVATION, which might give us blindspots in the area of MARKETING / RESEARCH / TECH / DIGITAL competitors



Professional services mapping (HBR)

The Professional Service Spectrum

	COMMODITY	efficiency based PROCEDURE	experience based GRAY HAIR	expertise based ROCKET SCIENCE
Client need	Solving routine, often simple problems	Implementing a complex project with several interrelated parts	Deciding on a major, ill-defined issue with which the client has little experience	Addressing a unique and difficult problem with major consequences for the client
Selling proposition	Low cost	Systematic and compre-hensive approach	Track record of dealing with similar problems	Ability to solve complex challenges
Organizational capabilities	Efficient delivery processes	Methodolo-gies ← Knowledge management →	← Rigorous empirical analysis → Learning from experience	State-of-the-art theory
Professionals' skills	Focused execution against specific requirements	Following procedures rigorously and compre-hensively	Converting specific knowledge to judgment that's applicable in other settings	Applying theoretical and empirical tools to devise innovative solutions
Profit drivers	LOW MARGIN HIGH; LOW RATE HIGH; HIGH UTILIZATION LOW; HIGH LEVERAGE LOW			

HBR

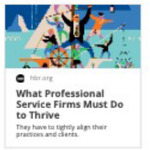
You typically move from right to left as the market matures

--> Accept it and organize yourself around efficiency, lower cost base, standardisation, and clear procedures

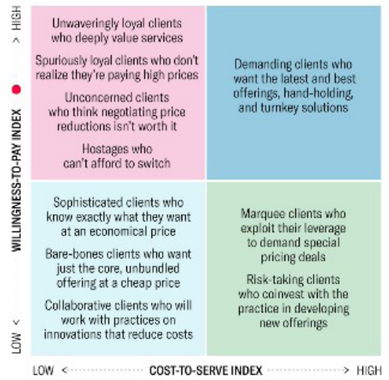
assumed client perpective

internal perspective

Goal 2024



Different Types of Clients



HBR

Retrospective

Wins of the past year

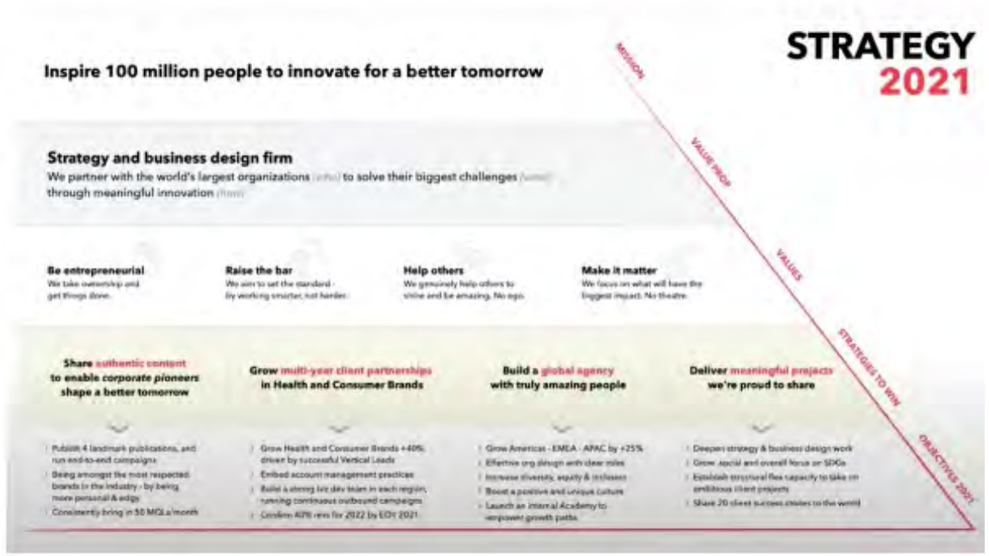
- MH2030
- COVID19: We came out stronger and are considered global now (SGP, LATAM, DEEL)
- Liz: externally hired leader for 40% of our business
- Nick DM left without major impact on BOI
- Better content (after having a weaker couple of years)
- EMEA leads team up and running
- More impactful work / session mindset (vs. achieving results) almost gone
- APAC team & client base growing with independent positive P&L
- Setting up leadership team & filling key from + back end roles with good profiles (= professionalising)
- Most key strategic choices have been on point; we definitely outperformed the market; also leading to more stability in terms of strategy/org
- First GLOBAL clients (Roche / Nestle)
- Clear and simpler org design (single instead of dual leads, regions with MD, leadership team, etc) and reward model
- Impressive US growth
- NickB becoming Partner
- More focus on industries > key clients

Fails of the past year

- Business development US still entirely dependent on Vincent
- Still the right choice imo, but having to let go 9 people that we did hire for the long term at first
- APAC: JF & trying to sell high level company strategy (Dogus, SocGen, ...)
- P&C approach under covid could have been better (probably became too business focused at some point, but easy talking after the fact)
- Finance: actuals 2020 being wrong/uncertain; not having actuals in 2021
- In general overhead functions lagging behind business growth

Key learnings to take with us

- Remote growth requires a much higher standard for people processes & cultural initiatives (in order to retain people)
- APAC market requires differences in strategy, execution, etc. We cannot copy/paste the 'west' if we look to win in the 'east'.
- Sales hiring/onboarding takes a long time and is difficult --> always build out future sales capability
- Hire experience for your next step as an org
- Make more one-off upscaling investments in overhead functions (e.g. with external consultants)
- High growth (chaos) vs. stability: if we continue growing like the last 5 months, we face the risk of putting too much pressure on our current seniors (like we had in 2018-2019)
- Central decisions vs selfsteering balance: central decisions have proven very effective (e.g. on marketing, industry focus,...); everyone working in the same/similar direction.
- Clarity is important! (e.g. org design, roles)
- Design systems / workflows with 3x bigger scale in mind



Strategy timeline

	SEP	OCT	NOV	DEC	JAN
STRATEGY	→ 3Y strategy draft	→ Regional strategy drafts → HQ roadmap drafts → **Global strategy offsite**	→ Final 3Y strategy → Work out detailed plans → Prep & initial roll-outs	→ Final global strategy → Final regional strategies → Final HQ strategies → Final budget coordination	→ Communication → Roll-out
BUDGET	→ Budget 2022 kickoff & tooling → Set high level ambition	→ First draft regional budgets → First draft HQ budgets → First draft global budget	→ Second iterations on all budgets → Making key budget trade-offs	→ Final budget-strategy coordination → Final budgets → Target / bonus setting	→ Communication → Roll-out
REBRANDING	→ Select branding agency	→ Immersion	→ Brand strategy	→ Brand expression	→ Brand guidelines

Position in Value Stream 2024

Corporate Strategy > Growth Opportunity Identification > Ideation > Prototyping & Testing > Design > Development > Launch > Scale

Moving Downstream	Keeping position	Moving Upstream
Acquire	board of innovation	frog (Part of Capgemini Invent) — Grow (similar to)
• Adding Design • Adding MVP Testing • Development of new capabilities in portfolio • In line with market dynamic: one-stop-shop • Increase control over business impact • Sell down funnel activities at premium rates (> margin) • Offer end-to-end projects (> BD projects)	• Deepen expertise & methodologies (data driven validation) • Implies growing laterally (MKT & R&D Dpts) instead of vertically (Innovation Dpts). • Risk: we need to grow quickly enough not to be devour by downstream players moving upstream and viceversa.	• Get more senior buyers • Defining future growth of clients • Hard play • Increase Value Perception • Increase Prices • Very narrow focus on specific domain • Turn a weakness into a strength
• Invest significant executive focus downstream, instead of deepening Business Design capabilities by acquiring upstream (Behavioural Design Agency). • General risk of value destruction associated with Mergers & Acquisition (M&A).	**DECISION:** • Keeping position and build up a World class validation factory. • Not exploring vertical or horizontal diversification for now. • Upstream move is NOT an option. • Downstream move should be validated by partnering up first and then acquiring it if it results positive. • Divesting training services, focus completely on deepening Business Design capabilities.	

APPENDIX V. THE LEARNING EXPERIENCE

WHEREAS THE IMPORTANCE OF ONBOARDING IS UNDERSTOOD, AN EFFECTIVE PLAN SHOULD BE STRATEGISED. ORGANISATIONS WITH A STANDARDISED ONBOARDING PROCESS EXPERIENCE 62% GREATER NEW HIRE PRODUCTIVITY AND 50% GREATER NEW HIRE SATISFACTION. (CARUCCI, 2018).

The following Appendix introduces some theory around the concept of learning organisations and the management of knowledge within – paying special attention to theory of Onboarding Processes. This overview is used to point up the main streams in literature and to nurture the creation of solutions depicted in Chapters 4 and 5.

Onboarding Processes

Onboarding is an essential function or practice of the HR department that integrates the new employee into an organization. However, the importance of onboarding is yet to be brought to the light as many organizations have observed to be underestimating the concept. For companies that desire to provide a great employee experience, a proper onboarding process becomes essential.

In the situation of Board of Innovation, it becomes a key factor too since the organisation wants to continue growing – aiming for having ~150 people by 2024. In doing so, talent retention is highly important.

Ferrazi (2015) demonstrated that about 22% of the companies still have no formal or planned onboarding process, while about 49% of the companies have a partially successful plan (Figure 1).

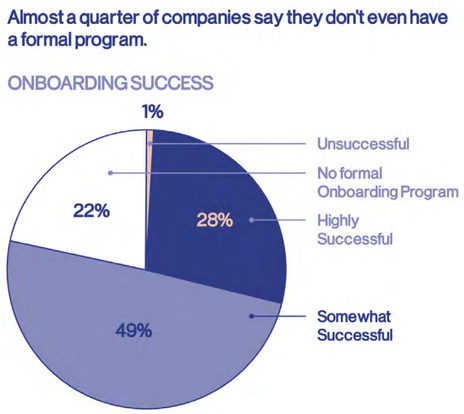


Figure 1. Overview of the onboarding process at organisations

In a study conducted by Human Capital Institute and Kronos (2018), 76% of Harvard Review leaders mentioned that their companies have underutilized the onboarding process.

Creating a poor onboarding experience can lead to unnecessary and preventable turnover – nearly 33% of new hires look for a new job within their first six months, and around 23% of new hires turn over before their first anniversary (Ferrazi, 2015). In the same study, Ferrazi also states that the organisational cost of employee turnover is estimated to range between 100% and 300% of the replaced employee's salary.

Whereas the importance of onboarding is understood, an effective plan should be strategised. Research shows that organisations with a standardised onboarding process experience 62% greater new hire productivity and 50% greater new hire satisfaction (Carucci, 2018).

Based on the research of Carucci (2018) and Ferrazi (2015), the key dimensions of an onboarding process have been summarised in Table 1.

According to Caruzzi, the most effective organisations continue onboarding their new employees for one year – as it is the most vulnerable period. On the contrary, other researchers remark that the risk for turnover to happen is between the first 3 and 6 months (Allison et al., 2017).

These facts are interesting to look at from the point of view of the organisation. Ferrazi defends that one of the biggest obstacles to effectively onboard new employees is the lack of time. Organisations' desire of having a quick return on investment creates tension for the new employee between wanting to ramp up quickly and also needing to take time to learn the job. Besides, he notes down that it typically takes 8 months for a newly hired employee to reach full productivity (Ferrazi, 2015).

An onboarding plan should focus on what matters most to each department with the goal of helping new employees make connections between company-wide goals and their day-to-day tasks. It is usually composed of two stages – orientation and onboarding.

It is important to understand that an 'Agenda' is neither an orientation nor an 'Onboarding', as it can be boiled down to a simple checklist of tasks to be completed – although it could be an initial step for Orientation.

Orientation

An orientation is a one-time event that welcomes new employees to the organisation. At orientation, new hires are formally introduced to the organisation and its culture, mission, vision and values.

Ideally, new employee orientation should be conducted on the first day or weeks of employment. It's usually a conference-style event that brings together new hires from different departments across an organization. Typically, the information is delivered through presentations and Q&A sessions.

Carucci's Contribution	Ferrazi's Contribution
Organisational Onboarding	Work habit improvement
Technical Onboarding	Job-specific knowledge and skills
	Core role competencies
Social Onboarding	Relational integration with the team

Table 1. Key dimensions of the Onboarding Process

Characteristics	Orientation	Onboarding
Focus	Role in company	Role in company and department
Duration	One-time event	Sequence of events
Set-up	Conference-style	On-the-job
Content	Big picture	Individualised and tailored
Outcome	Ready for training	Ready to contribute

Table 2. Comparison between Orientation and Onboarding Process

Onboarding

An onboarding is a series of events (including orientation) that help the new employees how to be successful in their daily job and how their work contributes to the overall business. During the onboarding process, employees are thoroughly introduced to the company and their department. They learn the culture and business objectives by participating in meetings and starter projects with co-workers.

Managers should schedule regular check-in meetings with new employees so that they get comfortable talking to one another. Gradually, they'll learn the specifics of their role and responsibilities, such as how to properly complete key tasks, who to go to with questions, how to get approval for their work and how to make suggestions.

Table 2 summarises the main features of each. Thus, it is observable that Orientation and Onboarding are not interchangeable. An Orientation is needed to get new employees immediately familiar with the company's mission and culture, and an Onboarding process to get them invested in their day-to-day roles and how it helps the business meet its goals. When used together, orientation and onboarding help establish role clarity, job satisfaction and organizational commitment – which can help lower employee stress and turnover.

Based on Table 1, Carucci's key dimensions of an Onboarding Process has been further developed here below in Table 3.

As a general overview, the organisational onboarding takes care of the baseground information about the company; the technical side focuses on a more personal level of the employee; and the social part tries to fight the feeling of loneliness – which becomes paramount when new employees are working remotely. In this last area, empowering employees to be proactive becomes fundamental.

Key Dimensions	Purpose	Tasks
Organisational Onboarding	Teach how things work	Basic information to know
		Organisation's language
		Regulations and policies
	Help to assimilate	Engagement with new employees
		Examples of BOI's employees careers
		Growth path and opportunities
Technical Onboarding	Define what good looks like	Do not assume skills and capabilities
		Avoid insecurity to show up
		Communicate clearly from day one
	Set-up early wins	Clear goals that meet realistic expectations
		Provide long-term tasks and expectations
		Evaluation checks-in
Social Onboarding	Build a sense of community	Plans to connect and build relationships
		Build trust among colleagues

Table 3. Development of Carucci's key dimensions for Onboarding

Over these features, the technical onboarding requires a bit more attention. Hiring someone with the required skills and capabilities does not mean that this person is already able to deploy them and follow the same philosophy of the company.Even some seniors with deep a level of expertise can become insecure if they feel like beginners – they would try to continually bring up their previous experiences to prove themselves; which could create some tensions within the teams.

Therefore, it is urgent to provide an overview of the job description as well as accountability, boundaries and expectations.

Through early wins – starting from targets that the new employee can accomplish – they can gain confidence, which will be essential to uplevel the responsibilities and challenges gradually; if they feel that they are valuable and contributing to the larger organisation, they will also develop a sense of loyalty faster. In addition, it is crucial to work closely with them and organise regular checks-in to provide feedback and encourage them to manifest their growth areas.

Knowledge Management in Organisations

According to O'Brien (2010), learning emerges through interaction or transaction with the environment; these transactions are composed of three dimensions – an individual (who experiences the interactions), a context (the environment where these transactions occur) and processes (which are the facilitators of these interactions) –. Moreover, based on Hilgard's (1980) work, an individual simultaneously presents internal processes – comprising cognition, conation and emotion – which can be both conscious or unconscious, and affect the learning experience of a person (*see Figure 2*).

Furthermore, the interaction that happens between the individual and the environment sets the stage for causing learnings conditions. These conditions are both internal (intelligence and learning styles) and external (the direct environment and nurturing) (Illeris, 2018).

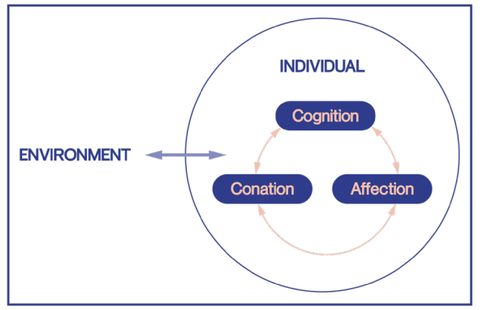


Figure 2. Process of learning

Over the years, the environment has affected the internal processes of an individual, therewith affecting the learning. Therefore, besides the learning itself, also the perception of information is affected (Illeris, 2018).

On top of that, Illeris states that people have developed defence mechanisms to regulate how external impulses directly affect them; although these are necessary drivers to function as a human being, they can also become internal barriers to the learning experience.

In this context, defence mechanisms can be defined as semi-automatic responses that occur prior to learning. Their purpose is to prevent an overload of information and/or a big level of influence. Digging deeper on the first dimension, the volume is decreased by filtering, based on pre-understandings, which are characterised by a person's identity and beliefs; consequently, shaping the person's defence mechanisms.

In contrast, learning is effectuated when it is internalized by the individual, as a result, influencing cognition, affection and conation. According to Illeris (2018) and Lewis (2018), there are two main vehicles for this internalisation to happen – informative learning (composed of cumulative, assimilative and accommodative learning), and transformative learning –.

Through informative learning, we make changes in what we know, whereas transformative learning concerns the process of how we get to the knowledge, i.e., informative learning help us fill our pool of knowledge, while transformative learning focuses on how we construct this knowledge (*see Figure 3*).

Understanding the figure as each node represents a bit of knowledge, the connections among these bits are the representation of how they are associated.

The first two situations are a simple addition of information –cumulative learning adds a new bit of knowledge that cannot relate to the existing one, while in assimilative learning it is indeed related to the existing knowledge –.

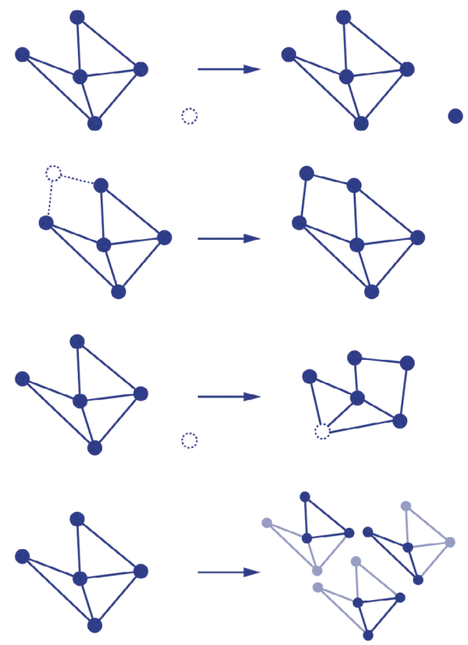


Figure 3. Four types of learning

On the other hand, accommodative learning adds a new bit of knowledge that is related to the existing one and even changes the connections that were happening among these bits. In comparison with informative learning, transformative learning, helps us understand how the knowledge is shaped and composed of existing bits.

Both types are valuable as long as the idea is to create a large pool of knowledge within organisations. Understanding how new bits of knowledge are and how these processes can occur will help companies in the process of becoming a learning organisation.

Need for growth

Suleman & Nelson (2011) showed that Millenials have a need for continuous growth, and they are committed to continuous personal development. That being the case, opportunities for learning are essential and truly appreciated (Billings, 2004).

Personal and professional growth are related since the former is an enabler for the latter; in a similar fashion, professional growth also provides new opportunities for a personal one. This relationship can be understood as a simultaneous co-evolution between them (*see Figure 4*).

However, while professional growth happens by leaps and bounds, personal growth happens on a more gradual basis. For determining a learning ambition, either one of them can be taken as starting point.

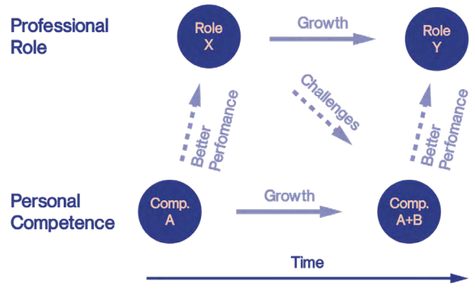


Figure 4. Co-evolution of professional role and personal competence

Learning incentives

According to Schön (2017), learning starts from a problem or discomfort, through doubt and critical thinking, a problem is defined. In such a manner, two ways of learning have been defined next and schematically depicted in *Figure 5*.

- Reactive Learning: people may be willing to embrace opportunities for learning if they are presented with them, instead of actively seeking sources for personal development.
- Proactive Learning: people are anticipating possible problems or challenges, therefore a more active approach to learning is embraced.

Shapiro (2010) points out that if a problem is an incentive for learning, it lacks future orientation. Since experience is future-oriented in the sense that it contains imagination of consequences (what-if), from a pragmatic perspective, learning is driven by the desire to draw an ideal situation rather than solving a problem. Whence, in both cases there is a gap between the current and desired state, the difference is which one is taken as a starting point, although it is more likely that taking the second one as a starting point will yield a more proactive approach.

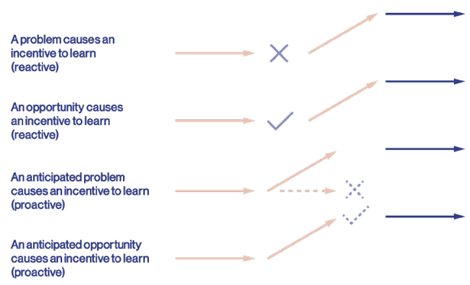


Figure 5. Representation of reactive and proactive learning

Contextual influence on learning

Numeral contributions have been made to study the influence of the environment on the learning experience of the employees at an organisation.

Among others, Lave and Wenger (1991) explain the situated nature of learning by describing learning as being existential, i.e., the invention and reinvention of knowledge are dependent on the context it is deployed. They understood knowledge as a continually evolving process due to the ongoing transformation of its dimensions – social, cultural and historical –.

Miettinen (2001) further specified the influence of the context by suggesting that learning starts with a concrete situation that has the ability to disrupt the status quo.

Likewise, Kolb (1984) underlined the importance of experience on this process. However, contrasting the theory of situated learning, he discusses real-life situations instead of real-life environments. This is fundamentally different in the sense that real-life situations can be simulated in controlled environments, while situated learning inherently takes place in a real- life ones.

Since knowledge is situated in diverse contexts, so is learning. These contexts can be both known or unknown for people, defining a very wide scenario for knowledge to be situated. The approach applied in expansive learning (Engeström, 2001) might be useful to understand the umbrella of possible contexts; which can help to recognize problems or opportunities.

Another consequence of the situated nature of learning is that the current situation can inspire the learning towards the future, i.e., a future-like context would cause more future oriented learning. Setting up these future scenarios could help companies envision more future oriented ideal states or recognize unknown imperfections in the current one.

Shaping a desired state

In the initiation of learning, the focus should be on inspiring people to envision an ideal future situation, e.g., reflecting on their own growth paths within the organisations. There are various methods and approaches for future visioning, but the important issue is to help people realise and discover their own needs. For this endeavour, generative tools can be helpful. The purpose of generative tools is to find latent needs that people are unable to manifest by themselves (Sanders & Stappers, 2012). Therewith, developing future ideal scenarios might be useful to go beyond explicit and implicit needs, addressing latent needs that eventually are core for learning.

Besides familiar contexts, unfamiliar new scenarios can inspire learning by generating a bigger array of learning objectives. *Figure 6* expresses how inspiration from future and unfamiliar contexts are related back to the current situation to stimulate initiation of learning.

Intrinsic motivation

The motivational component basically involves that the activity is intrinsically rewarding. According to self-determination theory, three core psychological needs affect intrinsic motivation – competence, relatedness and autonomy (Ryan and Deci, 2017) –.

- Competence: The ability to accomplish some tasks or activities. This parameter can help to achieve intrinsic motivation (Bandura, 1982). Positive competence feedback is an effective method to affect self-efficacy. Research has shown that praising for effort results in a different attitude than praising for performance (Mueller and Dweck, 1998). Therefore, targeting effort rather than performance improves involvement and learning.
- Relatedness: Having satisfying social connections. This means feeling belongingness and being recognized for one's contribution to the whole.
- Autonomy: It refers to a sense of volition. The activity should be voluntary and self-regulated to foster intrinsic motivation. The congruence of concrete, task-specific goals with more abstract personal goals contributes to this dimension (Harackiewicz et al, 1998).

Knowledge acquisition

If an employee needs to learn something new, the prevailing approach is to look for a course that fits the need. However, a goal-centered approach to learning is desired, because an informal learning solution might be more effective and often is less expensive as well. This requires a mindset change as people need to think about what is needed to reach a goal rather than think about what course to do next.

A general shift in the purpose of learning in the professional context from certificate-driven to competence-driven was identified by experts. Instead of piling up certificates, which is a means-driven approach, learning is increasingly focused on learning to be competent for a job, a goal-driven approach.

Goal-driven acquisition is beneficial as opposed to the currently dominating means-driven acquisition. As Skiba & Barton (2006)

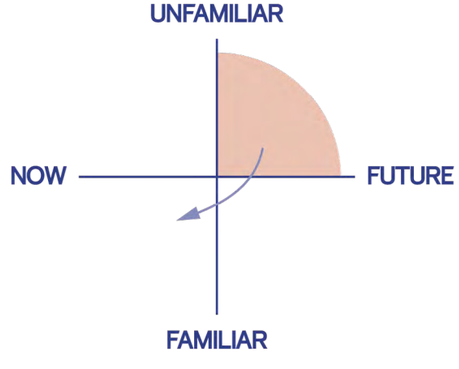


Figure 6. Future scenario as inspiration for present

stated: “One should start with the content to be mastered and then figure out what technologies might enable the activity.”

In every learning process, there are three elements that take part of it – the knowledge, a learner and a medium that transfers the knowledge to the learner –. The knowledge, i.e., the learning activities, can be further defined as content and form; being the content the material that it is transferred to the learner and the form the way in which this information is represented. Therefore, understanding how these elements interact among themselves enables shaping an effective learning process.

Appropriate content

To be able to set future concrete goals for learning, it is useful to categorize results. In an attempt to do so, Bloom (1956) distinguished between six categories in the cognitive domain. In the same fashion, Krathwohl (2002) elaborated on his work and defined both a cognitive dimension and a knowledge dimension of learning.

The knowledge dimension concerns the nature of the knowledge, while the cognitive dimension concerns how the knowledge is used. Both dimensions are hierarchical and increase complexity and abstractness gradually. The revised taxonomy is illustrated in *Figure* 7.

Based on this taxonomy, it can be suggested that the purpose of any learning is to increase abstractness in the cognitive as well as the knowledge domain. This general principle remains important for either an expert trying to create a product, making use of metacognitive knowledge and a novice trying to remember factual knowledge.

Since the learning object is well-defined, one can determine the desired state and his current state regarding that object in the cognitive as well as knowledge dimension. Based on this, the abstractness can be gradually increased from the current to the desired state. This graduality is necessary to enable understanding and to prevent cognitive overload.

Figure 7. Revised Bloom’s taxonomy. Adapted from a revision of Bloom’s taxonomy. An overview by D.R. Krathwohl, 2002.

Appropriate form

Gardner (2011) described individual differences in learning styles and how they should be approached differently. He distinguished between ten different intelligences – linguistic, musical, logical-mathematical, spatial, bodily-kinesthetic, interpersonal, intrapersonal, naturalistic, existential, and moral –.

This distinction enables a more effective approach to learning. If one is aware of the level of each of these intelligences of an individual, the strategy for knowledge acquisition can be tailored to this. Moreover, it is possible to specifically approach the development of one of the intelligences. Ergo, awareness of personal own intelligences is a valuable asset for determining an effective learning process.

Besides what intelligence to approach, also its purpose should be considered. Ferrero et al. (2021) identified a three-step process towards understanding. The steps are first creating commitment, then establishing links with the known resources, and finally approaching the core of the issue for in-depth understanding. In the three steps, specific intelligences can be approached, and in-depth understanding is achieved if only an individual is able to apply the core of the concepts to different situations and/or represent it in multiple ways.

Appropriate media

The teacher of the learning object can be anyone or anything that conveys the information, so a wide variety of media can be used to approach the intelligences. Mayer (2002) suggested that a combination of verbal and pictorial representations would stimulate more cognitive processes, and therewith increase the effectiveness of learning.

Besides using multiple representations, Mayer and Moreno (2003) described how these multiple representations should be used. They claimed that for information to be effectively learned, it should comprise:

- Spatial and temporal contiguity.
- Exclusively relevant material.
- One representation per sense.
- Gradually increasing complexity.

In this way, the working memory is approached through multiple channels without causing cognitive overload on one of them.

Construction of learning experience

In learning from experience, either the experience or the learning can be central, e.g., in double loop learning (Argyris, 1977), the experience is the starting point. However, experiences can also be shaped from the purpose of learning, which is often referred to as problem-based learning. In essence, problem- based learning is an active process in which a learner starts with a problem and through individual and joint research gains understanding (Schmidt, 1983).

Learning is therefore the ultimate goal of these projects (*see Figure* 8). This approach to learning has been argued to be more effective than conventional methods of learning (Thomas, 2000). Moreover, research has suggested that individuals, that have been engaged in problem-based learning methods, demonstrate self-directed learning skills (Blumberg, 2000).

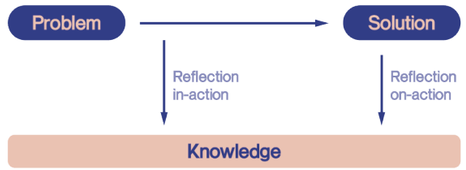


Figure 8. Problem-based learning.

Training students in self-regulated learning has shown to result in improvements in their processes and performance (Azevedo and Cromley, 2004). Although this research was focused on students, it can be assumed that training other individuals in their learning process will yield similar results.

Goal-setting and evaluation affect the performance of various aspects of self-regulated learning. Mastery orientation, rather than performance orientation, has shown to positively affect aspects of self-regulated learning (Pintrich, 2000). Mastery orientation adopts a focus on capabilities of the self, while performance orientation adopts a focus on outcomes of the task. Besides a difference between mastery and performance goals, also a distinction can be made between process and outcome goals. Schunk and Ertmer (2000) found that the first one yielded superior results in the fields of self-efficacy, self-judged learning progress, self-regulatory competence and strategy use.

In this new approach, reflection results essential as it helps deriving knowledge from activities and shaping subsequent activities towards the solution.

Kolb (1984) illustrated the relationship between thinking and action in his learning cycle. He described how we interact between concept and experience through experimentation and reflection. In this way, thinking and action are separated, and experience is explained as a method to gain knowledge instead of becoming something existential. This is an inadequate display of reality. Moreover, experience is oriented to the past, which contrasts to the pragmatic notion of experience.

Schön (2017) differentiated between reflection-on-action and reflection-in-action. Hereby he distinguished between the process of reflection, taking place during action, and the process of reflection on that action afterwards. This notion is more in line with pragmatism than the notion of Kolb. Based on this conception of reflective practice, the relation between experience and knowledge is depicted in *Figure* 9, where continuous interaction between abstract concept and concrete application take place. Through the construction of and reflection on experience, knowledge and experience co-develop simultaneously.

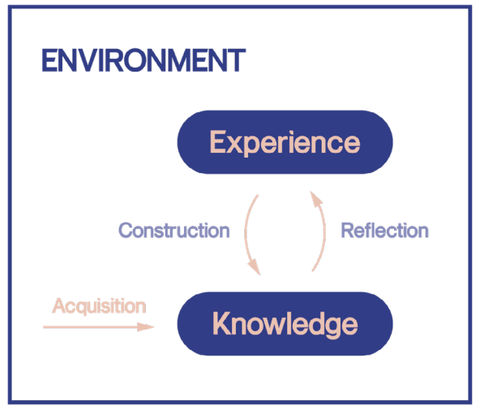


Figure 9. Co-evolution of experience and knowledge

Learning mastery

If individuals masters the learning process, they master their own learning. Self-directed learning and self-regulated learning are closely associated. Both concern learner’s control of the learning process and activities (Loyens, 2008). However, self-directed learning is more

holistic as it includes control over aspects of the learning environment too.

According to Candy (1991) there are four dimensions of self-directed learning – personal autonomy, self-management in learning, independent pursuit of learning and learner's control of instruction –. From this, it can be concluded that a self-directed learner controls the learning objectives, the learning process and the aspects of the learning environment. Therefore, in order to develop mastery of ones own personal development, these four dimensions should be addressed; nonetheless, we are focusing on those that more directly affect people's experience, such as metacognition and learning mindset.

Metacognition is the knowledge of our own cognition and cognitive processes (Flavell, 1985). Later, Livingston (2003) defined metacognition in the field of learning as "higher order thinking which involves active control over the cognitive processes engaged in learning". This implies that metacognition is essential in mastering one's own learning processes. On his contribution, Livingston (2003) distinguished between two elements of metacognition – metacognitive knowledge and metacognitive experiences –.

On one hand, metacognitive knowledge concerns the knowledge around cognitive processes, which presents three types of variables:

- Person's variables: general and one's own learning processes.
- Task's variables: nature of the task and its cognitive demand.
- Strategy's variables: cognitive and metacognitive strategies, and their appropriate use.

On the other hand, metacognitive experience refers to the use of metacognitive strategies, which are meant to evaluate if a cognitive goal has been achieved, and evaluates whether the cognitive strategy applied has been successful. Based on the study of Olson & Land (2007), three dimensions of cognitive strategies have been thought – planning, monitoring and evaluation –. Both metacognitive dimensions can be mapped in the form of a matrix (*Figure 10*), which can help the assessment of maturity in the learning process.

Correspondingly, in order to achieve mastery of continuous learning, an increasing abstractness is desired. Starting from a concrete process should result in a more abstract learning mindset. In achieving this mindset, the process should be first understood in depth. As soon as the employees truly understand the activities in the process, a development from process to mindset will take place (*see Figure 11*).

This endeavour is cyclical and endless, therefore it needs habit. To build a routine, Bucher and Langley (2016), suggested two 'spaces' being important mechanisms: a reflective space and an experimental space. A space is characterized by social, physical, temporal and symbolic boundaries, i.e., who is part of the routine, where and when it takes place and what interactions belong to the routine. Hence, both a situation for reflection on routine and a situation for experimenting with routine should be designed.

This focus on situations is in line with findings of Elkjaer (2004), who described that an individual in a context is triggered by the situation – intuitively, emotionally or bodily –; therewith, identifying the opportunity to trigger behavior by designing situations.

All in all, this learning experience can be summarised in the following conceptual framework (*Figure 12*).

	PLAN	MONITOR	EVALUATE
PERSON VARIABLES			
TASK VARIABLES			
STRATEGY VARIABLES			

Figure 10. Matrix of interactions between metacognitive knowledge and metacognitive experiences

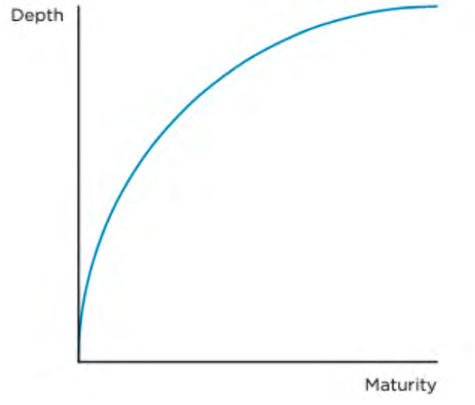


Figure 11. Process of mastering learning

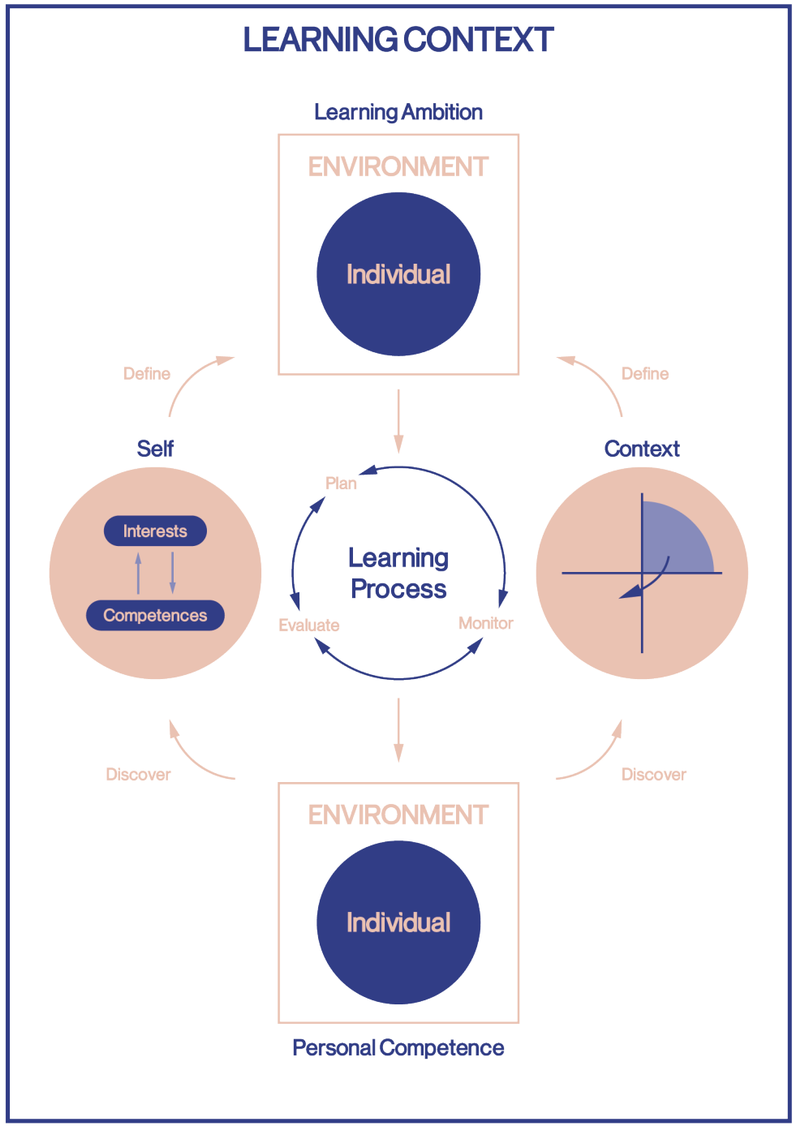


Figure 12. Conceptual framework depicting a continuous process of defining and actualising learning ambitions to extend the personal competences

APPENDIX VI.
BOARD OF INNOVATION REBRANDED

THIS IS THE MOMENT TO BE BRAVE. A GREAT IDENTITY GIVES A COMPANY THE SHOES, SO THEY CAN FILL THEM. IT SHOULD BE ROOTED IN THEIR DNA, BUT ALSO STRETCH AND PUSH THE ORGANISATION TO BECOME THE BRAND THEY ASPIRE TO BE IN THE FUTURE.

This appendix introduces some of outcomes of the rebranding process that an external branding and digital creative agency – DesignStudio – has been in parallel working on during these months in order to transform the corporate identity strategy of Board of Innovation.

This shift contains a series of deliverables such as a new narrative, a new mission, a framework of the work that the company does, a new approach to their method, and a set of new values.

Our Story

This narrative is very powerful in the sense that it clearly manages to convey the complexity of the organisation. This message is carefully analysed hereafter:

- **'A global collective of'** remarks the fact that we are human-centred. More human than a firm, at the same time that it is also highlighting our collective-but-different spirit.
- **'Joining forces'** points out our ambition to build long-term relationships.
- **'World's most ambitious businesses'** focuses on global businesses across industries, but united by ambition.
- **'Together'** speaks to our collaborative approach.
- **'And create them today'** clearly states what we do.
- **'Cutting through the noise'** is refreshingly direct and avoids innovation theatre.
- **'Bringing new perspectives'** defends an out-of-the-ordinary thinking; a proudly independent approach.
- **'Backing up ideas with deep research'** is a comprehensive testing and data-driven validation statement.
- **'Transforming opportunities into prototypes'** says that we are imagining and creating – not just concepts, but making them real.
- **'Leading with empathy'**, which makes us truly understand people's needs.
- **'Delivering on impact'** highlights the fact that we are action-driven, delivering tangibility.
- **'We're many voices with a single vision'**, a multidisciplinary global team.
- **'To make what life needs next'**, our 'why', our reason for existence.

OUR STORY

A narrative that defines what Board of Innovation stands for internally and externally.

WE ARE BOARD OF INNOVATION.

A GLOBAL COLLECTIVE OF STRATEGISTS, DESIGNERS AND ENTREPRENEURS, JOINING FORCES WITH THE WORLD'S MOST AMBITIOUS BUSINESSES.

TOGETHER, WE IMAGINE TOMORROW'S PRODUCTS, SERVICES AND BUSINESSES – AND CREATE THEM TODAY.

CUTTING THROUGH THE NOISE AND BRINGING NEW PERSPECTIVES. BACKING UP BIG IDEAS WITH DEEP RESEARCH. TRANSFORMING OPPORTUNITIES INTO PROTOTYPES. LEADING WITH EMPATHY AND DELIVERING ON IMPACT.

WE'RE MANY VOICES WITH A SINGLE VISION: TO MAKE WHAT LIFE NEEDS NEXT.

Our Why

The message is further analysed below.

MAKE
- Broad enough to encapsulate a wide range of processes and disciplines.
- Creative, yet practical.
- Active and hands-on with tangible impact and results.
- Down to earth, humble and straight-talking.

WHAT
- Open and broad to encapsulate products, services, businesses, experiences, etc.

LIFE
- The world, communities, people, businesses, industries...
- Both everyday and emotional.

NEEDS
- Has a sense of scale, from micro to macro.
- Speaks to purpose.
- Captures the empathy we have to understand real people and their needs.

NEXT
- Forward-looking.
- Future thinking.
- Momentum and progress.
- Ambitious and bold.

This purpose has a bifocal approach, internal and external:

- **For Clients:** It is an invitation. It explains why we exist and what we stand for. It speaks to the wider business needs. It is an emotive way to talk about impact, and it feels engaging and inspiring.
- **For the Team:** It is a call to arms. It is something to rally behind. It speaks to a deeper sense of purpose. It's simple, tangible and no theatre. It defines our collective vision.

OUR WHY

The driving force behind the brand; their mission, and their purpose. Ergo, their reason to get up in the morning.

WE EXIST TO HELP AMBITIOUS BUSINESS MAKE WHAT LIFE NEEDS NEXT.

WHAT WE DO

A clear statement that defines their work, underpinned by a framework to clarify their capabilities.

WE ARE HERE TO MAKE WHAT LIFE NEEDS NEXT. IMAGINING TOMORROW'S PRODUCTS, SERVICES AND BUSINESSES - AND CREATING THEM TODAY.

MAKE BOLDER CHOICES

Growth Strategy
Strategy Foresight
Product Strategy

GAIN DEEPER INSIGHTS

Customer understanding
Opportunity Spotting
In-market testing

BUILD BETTER EXPERIENCES

Product & Service Design
Business Design
Go-to-market

HOW WE DO IT

How we work. Our approach, the method to our madness. A way of working that is uniquely to us.

WE BUILD TOGETHER

Rome wasn't build in a day, an innovation doesn't happen over night. That's why we love long-term partnerships where we can dig in and make a difference. Our people become your people. We learn and grow together. And, in the end, your success is our success.

WE WORK FAST & SMART

We turn ideas into impact – and fast. By harnessing the latest powerful technologies, we work rapidly, without cutting corners. So we can test prototypes, action feedback and launch products quickly, from all over the world.

WE KEEP IT SIMPLE

If we say something, we mean it. And if we don't really mean it, we won't say it. We get to the heart of what you need in a clear, straightforward way. No 100-page reports or buzzwords in sight.

OUR VALUES

Actionable behaviours
that underpin the culture.

MAKE IT PERSONAL

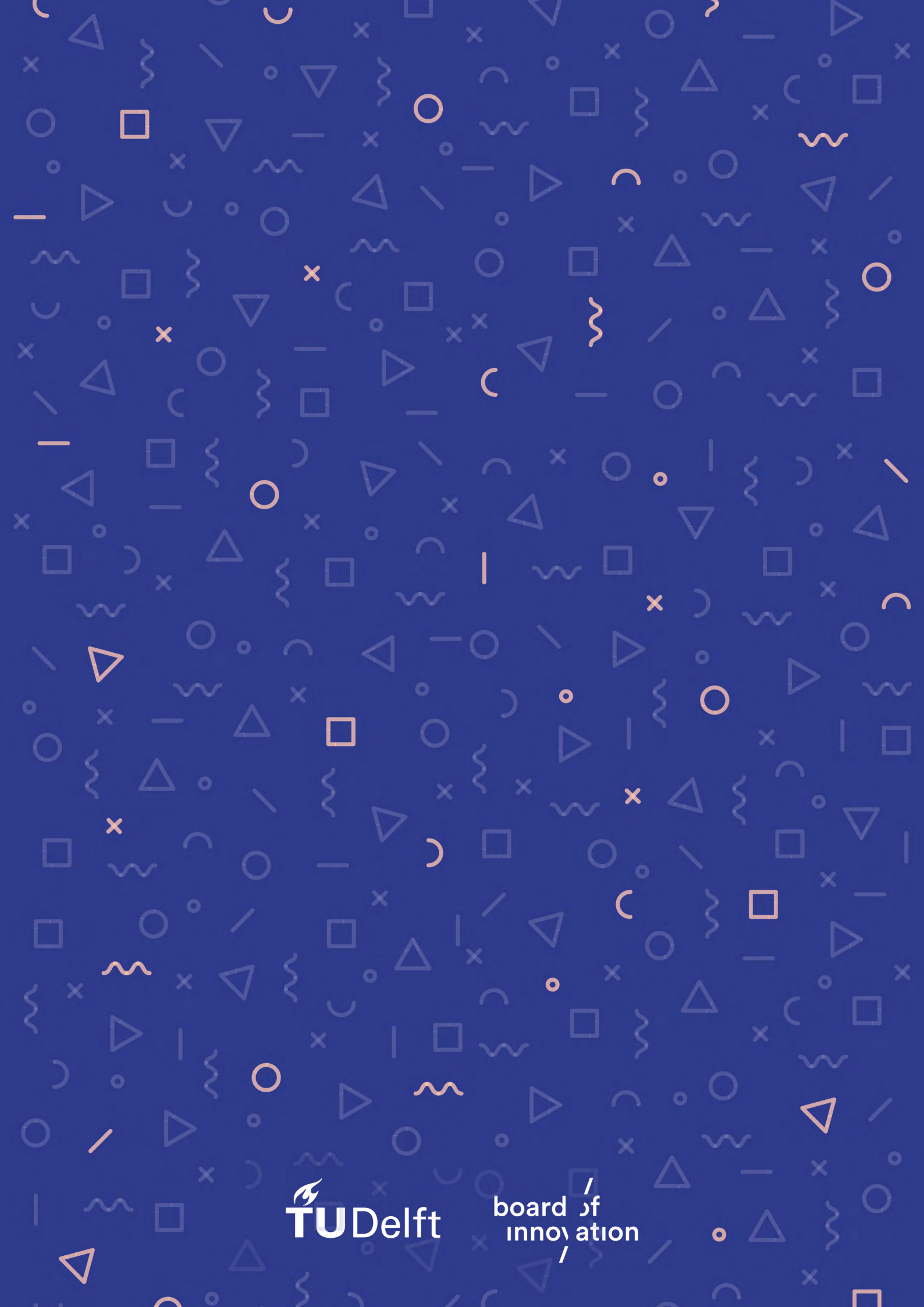
Help ohers.
Be your full self.
Leave your ego at the door.

MAKE IT BETTER

Think, and think again.
Raise the bar.
Listen, learn, share, repeat.

MAKE IT HAPPEN

TBe entrepreneurial.
No buzzwords, no theatre.
Ideas are nice, but impact is everything.


TU Delft
board of innovation