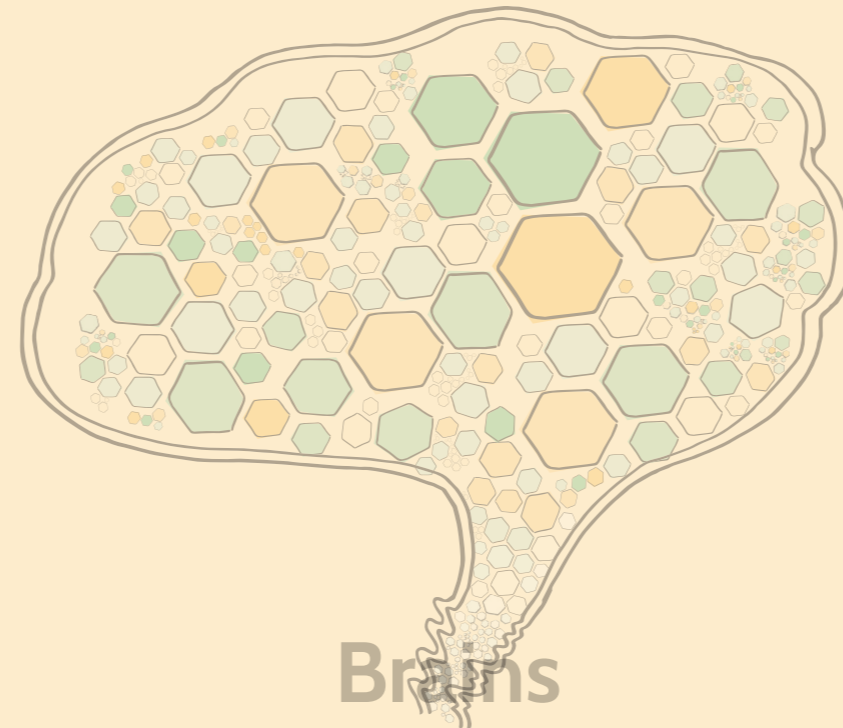



A Graduation story -  
Luc van Wanroij



Brains  
of innovation  
*Setting the PEPP mind  
to it*

Worksheets



Hi Area2 Coordinator and OpCo innovation expert.

This document contains worksheets to understand and fill the fields of innovation, and to define a track of innovation accordingly. You will find two types of worksheets:

**Exploration worksheets**

Goal: understand the different fields of innovation, by brainstorming, trend research and customer validation.

These worksheets are meant to be exploratory, as the title suggests.

I would recommend printing these worksheets on large sheets of paper, so that you are able to brainstorm on them with post-its.


**Defining worksheets**

Goal: choose from the exploration worksheets, and define a track of innovation that will be the focus for the operating company.

These worksheets are meant to be defining. To that extent, you can use content from the exploratory worksheets but I would not recommend copying it directly. Interpret the exploration worksheets and use them for filling these worksheets.

Every field and corresponding worksheets are provided with an overview, to see which worksheets match.

Good luck!



# Overview worksheets - Field 1

**Purpose - Defining worksheet 1**

**1 Direction of innovation - from worksheet 1**

Why do we want to innovate? - we innovate because

What is our future vision - we believe our future will be

What is our future mission- we need to do

What opportunities do we choose to focus on?

Trends	Technologies
Markets (business models)	Customers

**2 Innovation portfolio - from worksheet 2**

What innovations do we want to have to achieve our mission

Area1: % Area2: % Area3: %

**3 Expectations - from worksheet 3**

What do we expect from our people in order to achieve our mission?

**Direction of Innovation - Exploration Worksheet 1**

**A Internal businesses**

What are the current businesses?

Which of our businesses are in decline?

What is our goal with innovation for:  
Near future (1 year)    Future (3 years)    Far future (5 years)

**B External businesses**

What emerging/new technologies could support growth of our businesses?

Who/what are your main competition (could disrupt you), for:  
Short term    Long term

What emerging/new markets could create interesting business?

**C Areas of opportunities**

What opportunity areas can we define?

Trends	Technologies	Markets (business models)	Customers
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**Innovation portfolio - Exploration Worksheet 2**

**A Current role of innovation**

What do we see as innovations?

What don't we see as innovations?

**B Current portfolio**

What innovations do we have?

How much per Area?  
The innovations that fit in Area1: %  
The innovations that fit in Area2: %  
The innovations that fit in Area3: %

**C Future portfolio**

What innovations do we want to have in the future?

How much per Area?  
The innovations that fit in Area1: %  
The innovations that fit in Area2: %  
The innovations that fit in Area3: %

**Innovation expectations - Exploration Worksheet 3**

**A Current expectations**

What do we currently expect from our people?

**B Missing expectations**

What else do we expect from our people?

**C What can't we expect**

What innovation portfolio do we want to have in the future?

# Field 1: Purpose - Defining worksheet 1

## 1 Direction of innovation - *from worksheet 1*

Why do we want to innovate? - we innovate because

What is our future vision - we believe our future will be

What is our future mission- we need to do




What opportunities do we choose to focus on?

Trends	Technologies
Markets (business models)	Customers

## 2 Innovation portfolio - *from worksheet 2*

What innovations do we want to have to achieve our mission

Area1:      Area2:      Area3:

## 3 Expectations - *from worksheet 3*

What do we expect from our people in order to achieve our mission?

# Direction of Innovation - Worksheet 1

## A Internal businesses

What are the current businesses?

Which of our businesses are in decline?

What is our goal with innovation for:

*Near future (1 year)*

*Future (3 years)*

*Far future (5 years)*

## B External businesses

What emerging/new technologies could support growth of our businesses?

What emerging/new markets could create interesting business?

Who/what are your main competition (could disrupt you), for:  
*Short term* *Long term*

## C Areas of opportunities

What opportunity areas can we define?

Trends

Technologies

Markets (business models)

Customers

# Innovation portfolio - Worksheet 2

## A Current role of innovation

What do we see as innovations?

What don't we see as innovations?

## B Current portfolio

What innovations do we have?

How much per Area?

The innovations that fit in Area1:



The innovations that fit in Area2:



The innovations that fit in Area3:



## C Future portfolio

What innovations do we want to have in the future?

How much per Area?

The innovations that fit in Area1:



The innovations that fit in Area2:



The innovations that fit in Area3:



# Innovation expectations - Worksheet 3

## A Current expectations

What do we currently expect from our people?

## B Missing expectations

What else do we expect from our people?

## C What can't we expect

What innovation portfolio do we want to have in the future?

# Field 1: Purpose - Direction of Innovation - Exploration Worksheet 1A

## Internal businesses

What are the current businesses?

Why do we want to innovate?

What is our view on the future?

Which of our businesses are in decline?

*Short term: 1-3 Years*

*Long term : 3-X Years*



# Field 1: Purpose - Direction of Innovation - Exploration Worksheet 1B

## Future opportunities and threats

What opportunities or threats can we define?

Trends

Technologies

Customers

Markets

# Field 1: Purpose - Direction of Innovation - Exploration Worksheet 1C

## External businesses

What technologies or trends could support growth of our businesses?

What new markets or customer jobs could create interesting business?

Who/what are your main competition (could disrupt you), for:

*Short term: 1-3 Years*

*Long term : 3-X Years*

# Field 1: Purpose - Innovation portfolio - Exploration Worksheet 2A

## Current role of innovation

What do we see as innovations?

What don't we see as innovations?

# Field 1: Purpose - Innovation portfolio - Exploration Worksheet 2B

## Current portfolio

What innovations do we have at the moment?

How much per Area?

The innovations that fit in Area1:



The innovations that fit in Area2:



The innovations that fit in Area3:



## Future portfolio

What kind of innovations do we want to have in the future?

How much per Area?

The innovations that fit in Area1:



The innovations that fit in Area2:



The innovations that fit in Area3:



# Field 1: Purpose - Innovation expectations - Exploration Worksheet 3

## Current expectations

What do we currently expect from our people?

## Missing expectations

What do we need to expect from our people?

## What can't we expect

What can't we expect from our people?

# Overview worksheets - Field 2

### Capabilities - Defining worksheet 2

**1 Culture of the organisation - from worksheet 4**  
What values should get attention during the track?

**2 People in the organisation - from worksheet 5**  
What current skills can we benefit from during the track?      What skills do we need our people to learn?

**3 People outside the organisation- from worksheet 5**  
What skills do we need to hire elsewhere?

#### Culture and organisation - Exploration Worksheet 4

**A Organisational culture**  
What do we value within our organisation?      What should we value more within our organisation?

**B Our employees**  
Like to...      Do not like to...

#### People and skills- Exploration Worksheet 5

**A What are our people good at?**  
Think-skills      Do-skills

**B What could our people learn?**  
Think-skills      Do-skills

**C What should our people not do or learn**  
Think-skills      Do-skills

# Field 2: Capabilities - Defining worksheet 2

## 1 Culture and organisation - *from worksheet 4*

What values should get attention during the track?

## 2 People in the organisation - *from worksheet 5*

What current skills can we benefit from during the track?

What skills do we need our people to learn?

## 3 People outside the organisation- *from worksheet 5*

What skills do we need to hire elsewhere?

# People and culture - Worksheet 4

## A Organisational culture

What do we value within our organisation?

What should we value more within our organisation?

## B Our employees

Like to...

Do not like to...



# Field 2: Capabilities - Culture and organisation - Exploration Worksheet 5B

## A What are our people good at?

Think-skills

Do-skills

## B What could our people learn?

Think-skills

Do-skills

## C What should our people not do or learn

Think-skills

Do-skills

# Field 2: Capabilities - Culture and organisation - Exploration Worksheet 4A

## A Organisational culture

What do we value within our organisation?

What should we value more within our organisation?

What should we value less within our organisation?

# Field 2: Capabilities - Culture and organisation - Exploration Worksheet 4B

## B Our employees

Like to...

Do not like to...

## Field 2: Capabilities - People and skills - Exploration Worksheet 5A

**A** What are our people good at?

Think-skills

Do-skills

# Field 2: Capabilities - People and skills - Exploration Worksheet 5B

**B** What could our people learn?

Think-skills

Do-skills

# Field 2: Capabilities - People and skills- Exploration Worksheet 4

**C** What should our people not do or learn

Think-skills

Do-skills



