



# APPENDIX



### **Master thesis**

Strategic Product Design  
Industrial Design Engineering  
Delft University of Technology

### **Graduation Committee**

Delft University of Technology  
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### **Company**

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# APPENDIX

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# **APPENDIX I**

## **INTERVIEW OVERVIEW**

# DISCOVERY & ANALYSIS

<b>TYPE OF CONVERSATION</b>	<b>INTERVIEWEE ROLE</b>	<b>CHAPTER USED</b>	<b>GOAL</b>
TALK	INNOVATION DRIVER #1	3.1.3	EXPLORE
TALK	INNOVATION DRIVER #2	3.1.4	EXPLORE
TALK	GLOBAL HEAD OF PERFORMANCE MANAGEMENT	3.1.5	EXPLORE
TALK	GLOBAL INNOVATION MANAGEMENT TEAM #1	3.2.1	EXPLORE
TALK	GLOBAL INNOVATION MANAGEMENT TEAM #2	3.2.3	EXPLORE
TALK	FORMER HEAD OF INNOVATION FOR HR	3.2.4	EXPLORE
TALK	SENIOR CONSULTANT	3.2.4	EXPLORE
CALL	SILICON VALLEY DIRECTOR	3.2.4	EXPLORE

<b>TALK</b>	<b>GLOBAL HEAD OF INNOVATION MANAGEMENT</b>	<b>3.3.2</b>	<b>EXPLORE</b>
<b>TALK</b>	<b>TECHNOLOGY LEAD EXTERNAL STARTUP</b>	<b>3.3.4</b>	<b>EXPLORE</b>
<b>TALK</b>	<b>ACCELERATION EXPERT</b>	<b>3.3.4</b>	<b>EXPLORE</b>
<b>TALK</b>	<b>INNOVATION DRIVER #3</b>	<b>3.3.5</b>	<b>ANALYSIS</b>
<b>TALK</b>	<b>INNOVATION STUDIO LEAD</b>	<b>3.3.5</b>	<b>ANALYSIS</b>
<b>TALK</b>	<b>FORMER INITIATIVE LEAD</b>	<b>3.3.5</b>	<b>ANALYSIS</b>
<b>TALK</b>	<b>INITIATIVE LEAD</b>	<b>3.3.5</b>	<b>ANALYSIS</b>
<b>TALK</b>	<b>TEAM MEMBER</b>	<b>3.3.5</b>	<b>ANALYSIS</b>
<b>TALK</b>	<b>FORMER INITIATIVE LEAD</b>	<b>3.3.5</b>	<b>ANALYSIS</b>
<b>TALK</b>	<b>MANAGING FINTECH CONSULTANT</b>	<b>3.3.5</b>	<b>ANALYSIS</b>

# DISCOVERY & ANALYSIS

<b>TYPE OF CONVERSATION</b>	<b>INTERVIEWEE ROLE</b>	<b>CHAPTER USED</b>	<b>GOAL</b>
<b>BRAINSTORM</b>	<b>TEAM MEMBER</b>	<b>4.1.1</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>INNOVATION STUDIO FINANCE LEAD</b>	<b>4.1.2</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>GLOBAL HEAD OF PERFORMANCE MANAGEMENT</b>	<b>4.2.1</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>TEAM MEMBER</b>	<b>4.2.1</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>HR EXPERT</b>	<b>4.2.1</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>INITIATIVE LEAD</b>	<b>4.2.1</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>GLOBAL INNOVATION MANAGEMENT TEAM#2</b>	<b>4.2.1</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>INITIATIVE LEAD</b>	<b>4.2.1</b>	<b>IDEATE</b>

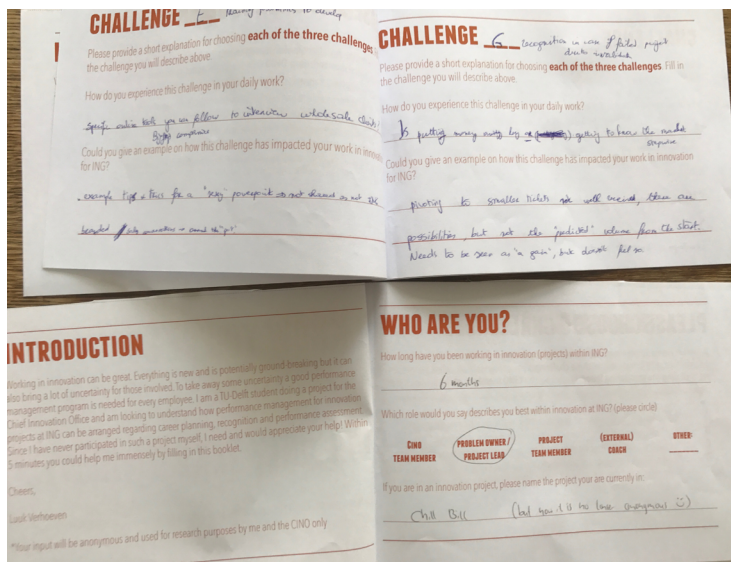
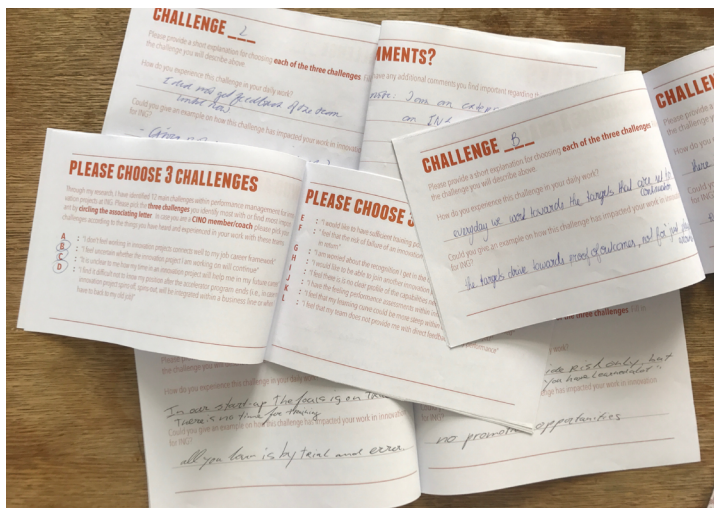
<b>BRAINSTORM</b>	<b>EXTERNAL INNOVATION DRIVER #1</b>	<b>4.2.1</b>	<b>IDEATE</b>
<b>BRAINSTORM</b>	<b>EXTERNAL INNOVATION DRIVER #1</b>	<b>4.2.1</b>	<b>IDEATE</b>
<b>CONCEPT TEST</b>	<b>INITIATIVE LEAD</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>TEAM MEMBER</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>TEAM MEMBER</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>FORMER INITIATIVE LEAD</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>INNOVATION STUDIO LEAD</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>ACCELERATION EXPERT</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>GLOBAL HEAD OF PERFORMANCE MANAGEMENT</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>HR EXPERT</b>	<b>4.3.1</b>	<b>VALIDATE</b>

<b>CONCEPT TEST</b>	<b>GLOBAL INNOVATION MANAGEMENT TEAM#2</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>INITIATIVE LEAD</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>UX EXPERT</b>	<b>4.3.1</b>	<b>VALIDATE</b>
<b>CONCEPT TEST</b>	<b>IT EXPERT</b>	<b>4.3.1</b>	<b>VALIDATE</b>

# **APPENDIX II**

## **RESEARCH BOOKLET**

# FILLED IN BOOKLETS





# BOOKLET PAGES

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**I KNOW YOU'RE BUSY,**

**I'LL ONLY TAKE 5 MINUTES!**

**LOOKING FOR INSIGHTS TO IMPROVE PERFORMANCE MANAGEMENT FOR INNOVATION PROJECTS**

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luuk verhoeven - CINO graduate student

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# INTRODUCTION

Working in innovation can be great. Everything is new and is potentially ground-breaking but it can also bring a lot of uncertainty for those involved. To take away some uncertainty a good performance management program is needed for every employee. I am a TU-Delft student doing a project for the Chief Innovation Office and am looking to understand how performance management for innovation projects at ING can be arranged regarding career planning, recognition and performance assessment. Since I have never participated in such a project myself, I need and would appreciate your help! Within 5 minutes you could help me immensely by filling in this booklet.

Cheers,

Luuk Verhoeven

\*Your input will be anonymous and used for research purposes by me and the CINO only

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# WHO ARE YOU?

How long have you been working in innovation (projects) within ING?

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Which role would you say describes you best within innovation at ING? (please circle)

**CINO  
TEAM MEMBER**

**PROBLEM OWNER /  
PROJECT LEAD**

**PROJECT  
TEAM MEMBER**

**EXTERNAL  
COACH**

**OTHER:  
\_\_\_\_\_**

If you are in an innovation project, please name the project your are currently in:

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## PLEASE CHOOSE 3 CHALLENGES

Through my research, I have identified 12 main challenges within performance management for innovation projects at ING. Please pick the **three challenges** you identify most with or find most important by **circling the associating letter**. In case you are a **CINO member** please pick your challenges according to the things you have heard and experienced in your work with these teams

- A** : "I don't feel how working in innovation projects connects well to my job career framework"
- B** : "I feel uncertain whether the innovation project I am working on will continue"
- C** : "It is unclear to me how my time in an innovation project will help me in my future career"
- D** : "I find it difficult not to know my position after the accelerator program ends (i.e., in case my innovation project spins-off, spins-out, will be integrated within a business line or when I have to back to my old job)"

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## PLEASE CHOOSE 3 CHALLENGES

- E** : "I would like to have sufficient training possibilities to develop myself in an innovation project."
  - F** : "I feel that the risk of failure of an innovation project is not reflected in the potential benefits I get in return"
  - G** : "I am worried about the recognition I get in the case of a 'failed' project due to invalidation"
  - H** : "I would like to be able to join another innovation project if my project would stop"
  - I** : "I feel there is no clear profile of the capabilities needed for innovation projects"
  - J** : "I have the feeling performance assessments within innovation teams can be improved"
  - K** : "I feel that my learning curve could be more steep within an innovation project"
  - L** : "I feel that my team does not provide me with direct feedback on my performance"
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## CHALLENGE \_\_\_

Please provide a short explanation for choosing **each of the three challenges**. Fill in the challenge you will describe above.

How do you experience this challenge in your daily work?

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Could you give an example on how this challenge has impacted your work in innovation for ING?

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**6-7-8 / 10**

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## COMMENTS?

Do you have any additional comments you find important regarding this topic?

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**THANKS**

**FOR YOUR HELP!**

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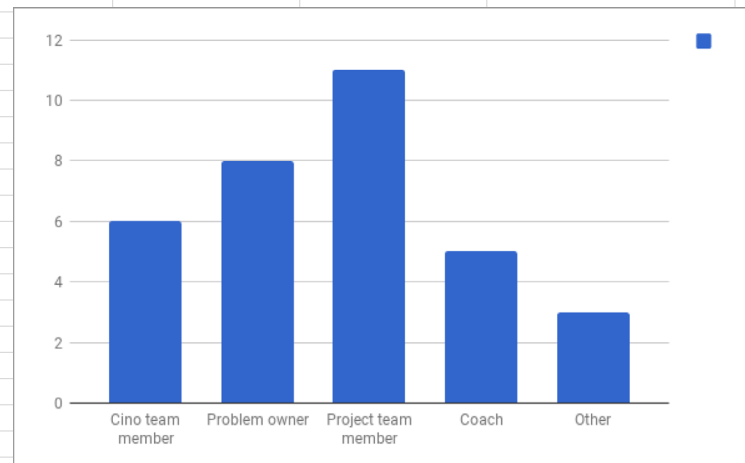
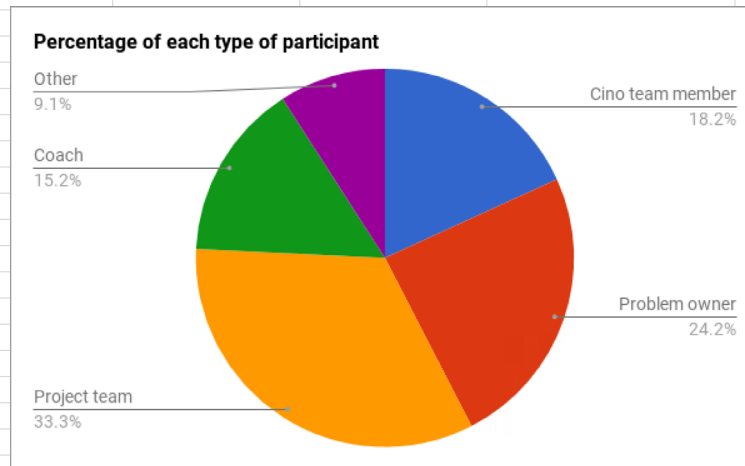
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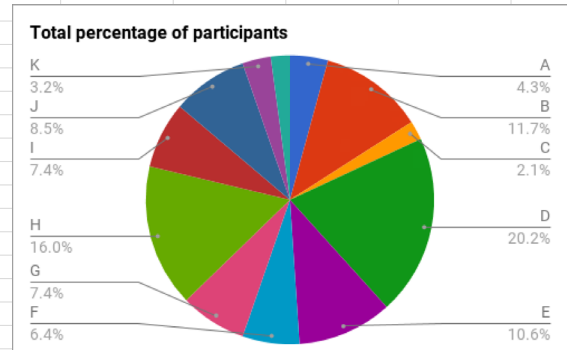
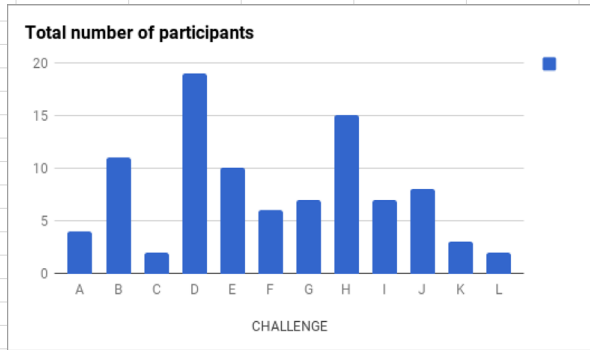
# **APPENDIX III**

## **QUANTITATIVE RESULTS RESEARCH BOOKLET**

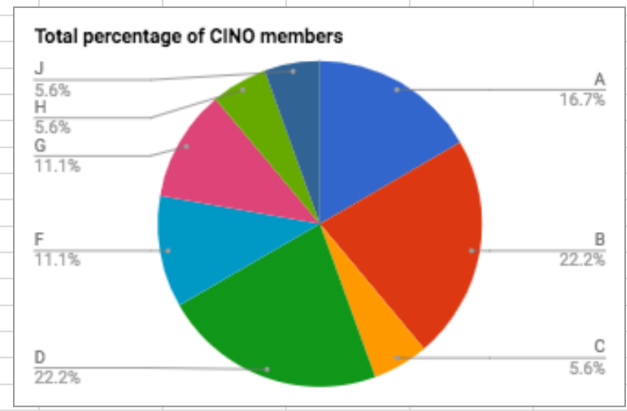
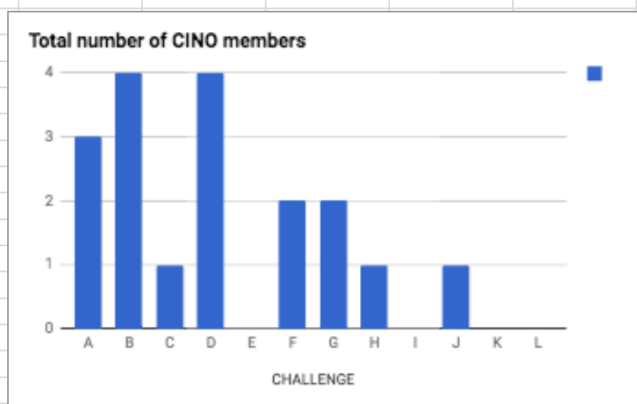
# DISTRIBUTION OF PARTICIPANTS



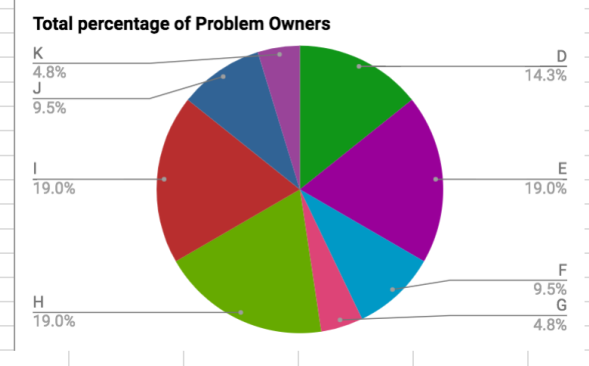
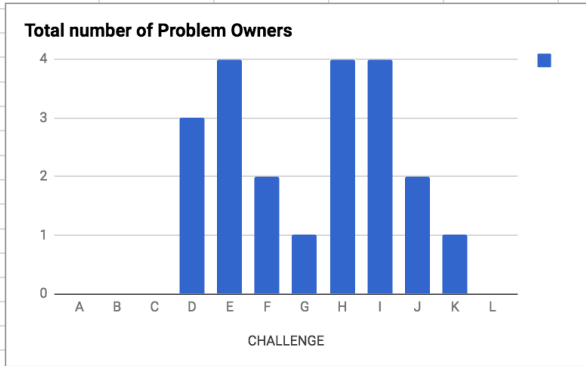
# CHOSEN CHALLENGES BY ALL PARTICIPANTS



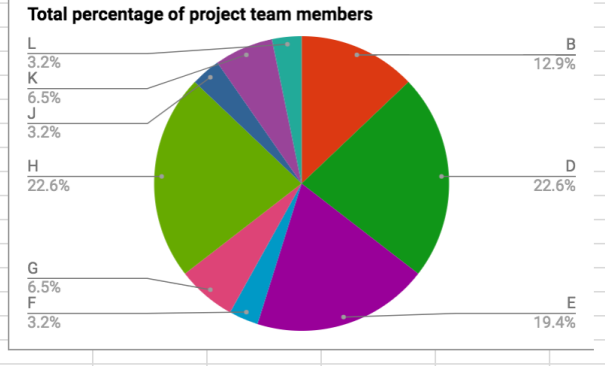
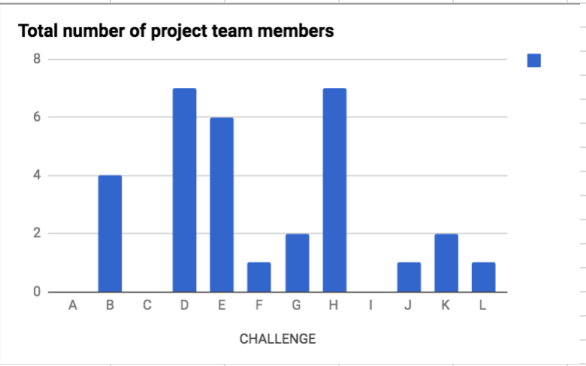
# CHOSEN CHALLENGES BY CINO MEMBERS



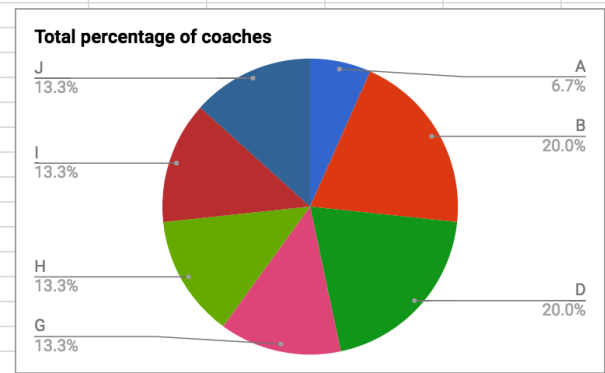
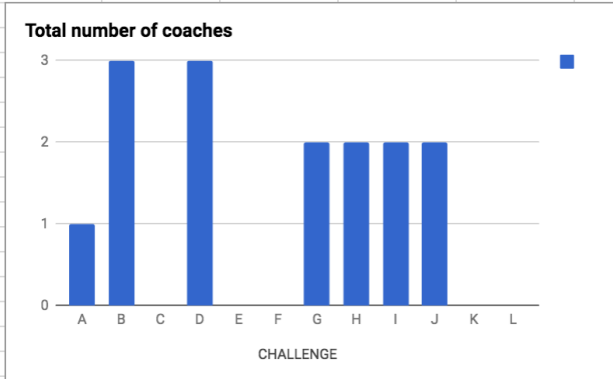
# CHOSEN CHALLENGES BY INITIATIVE LEADS



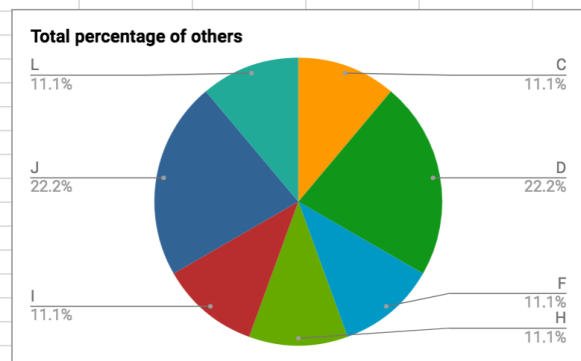
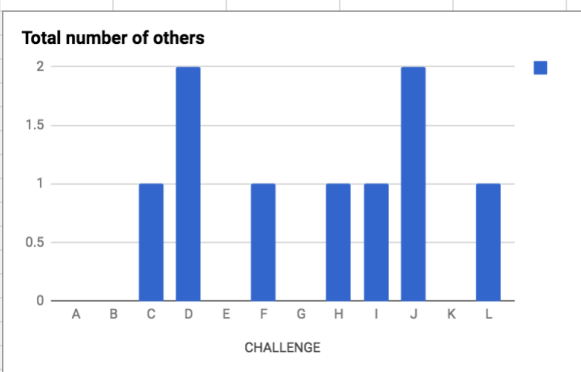
# CHOSEN CHALLENGES BY CORE TEAM MEMBERS



# CHOSEN CHALLENGES BY EXPERT COACHES



# CHOSEN CHALLENGES BY OTHERS



# **APPENDIX IV**

## **QUALITATIVE RESULTS RESEARCH BOOKLET**

# BOOKLET QUOTES

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
CINO TEAM MEMBER	A	JCF DOES NOT MEET STA ROKS	-
CINO TEAM MEMBER	A	-	STAFF CAN STALL THEIR EARNING POTENTIAL WORKING ON PROJECTS THAT MAY NOT TAKE OFF
CINO TEAM MEMBER	A	THERE IS NO SUCH THING AS A CAREER FRAMEWORK FOR AN INNOVATOR/ SPECIALIST WITHIN ING	FOR ME PERSONALLY, UNLESS I WANT TO BECOME A MANAGER IN INNOVATION, THERE IS NO LOGICAL NEXT STEP IN ING
COACH	A	MANAGERS DON'T REACT KINDLY TO 6 MONTHS OF LEAVE FOR AN INNOVATION PROJECT	INSECURITY TO CONTINUE, LONG CALLS WITH MANAGEMENT, BIG MENTAL STRAIN
TEAM MEMBER	B	WITH THE GO/NOGO (LIVE OR DIE) PRESENTATION IN JUNE, SOME DECISIONS ARE MADE TO GET BY UNTIL THEN AND IMPROVE LATER IF WE GET THE "LIVE" (GO) DECISION.	EMAIL FLOW IMPROVEMENT HAVE BEEN PUT ON HOLD UNTIL AFTER WE GO "LIVE"
COACH	B	LACK OF A CLEAR VIEW (OR PLAN) ON WHAT TO DO WITH PROJECT WHEN ACCELERATOR ENDS	THE TEAM SHOWS A LITTLE BIT OF PROCRASTINATION AND RELUCTANCE IN LEAVING THE ACCELERATOR

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
CINO TEAM MEMBER	B	PEOPLE LOSE FOCUS WHEN THEIR CONTRACT ENDS	AND START LOOKING FOR A NEW JOB BEFORE FINISHING THE OLD ONE
CINO TEAM MEMBER	B	STAFF MAY NOT BE INTELECTUALLY HONEST	PSD2 THE TEAM HAD A BACKLOG & WAS OPEN TO KILLING THEIR PROJECT
CINO TEAM MEMBER	B	IT IS WAT I HEAR WHEN LOOKING FOR INITIATIVE LEADS	THE BEST TEAM LEADS DON'T JOIN INNOVATION PROJECTS BECAUSE THEY ARE CAREER FOCUSED AND THERE IS NO CLEAR CAREER STEP FOR AN INITIATIVE LEAD
COACH	B	EVERY 6 MONTHS HIGH LEVELS OF STRESS	REDUCED FOCUS, EMOTIONAL BUT ON THE POSITIVE SIDE: MORE DEDICATION
PROJECT TEAM MEMBER	B	EVERY DAY WE WORK TOWARDS THE TARGETS THAT ARE SET FOR CONTINUATION	THE TARGETS DRIVE TOWARDS PROOF OF OUTCOMES, NOT FOR JUST PLAYING AROUND
CINO TEAM MEMBER	B	HARD TO FOCUS ON RESULTS AND MOTIVATE WITH CONSTANT INSECURITY	TEAM DYNAMICS CHANGED, LESS TEAM SPIRIT, MORE TALKING AND EXPRESSING EMOTIONS THAN EXECUTION
PROJECT TEAM MEMBER	B	-	-
COACH	B	IT IS A FREQUENT CONCERN I HEAR FROM TEAM MEMBERS	MAKES ME FEEL THAT WE SHOULD PROVIDE MORE CLARITY ON POSSIBLE SCENARIO'S
PROJECT TEAM MEMBER	B	-	-



<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
OTHER	C	IT IS HARD TO MOTIVATE PEOPLE TO STEP UP INTO AN INNOVATION PROJECT	IT CAN TAKE MONTHS TO BUILD A TEAM THAT CAN START
CINO TEAM MEMBER	C	PEOPLE BEING RELUCTANT ON JOINING: MORE INSECURITY DOWNSIDE OF JOB LOSS, NO UPSIDE	HARD FINDING PEOPLE, EVEN HARDER: THE RIGHT PEOPLE
PROJECT TEAM MEMBER	D	THIS IS NOT SOMETHING THAT AFFECTS MY WORKING HOURS THAT IS SOMETHING I THINK WHEN I GO BACK TO HOME AND THINK OF HOW THINGS WILL BE DIFFERENT	IN MY HOME COUNTRY, I AM A MEMBER OF THE COMMS TEAM. 'AGILITY' (EVEN THAT) MEANS SOMETHING ELSE :). GETTING USED TO THIS AGILE WAY OF WORKING WILL DEFINITELY CHANGE THE WAY I APPROACH THINGS. AND AS THIS IS NOT A SHARED WORKING CULTURE, THIS WILL BE HARD FOR ME.
PROJECT TEAM MEMBER	D	I'M NOT DEVELOPING AND I'M DEVELOPED FROM MY OLD JOB	NO IMPACT FOR THE INNOVATION, BUT MY POSITION IN MY OLD DEPARTMENT IS BECOMING UNCERTAIN
COACH	D	THE TEAM IS UNCERTAIN ON WHAT WILL HAPPEN AFTER THE PROJECT ENDS	THEIR CONTRACT IS ABOUT TO END AND THEY DON'T KNOW WHETHER THEY'LL BE HERE AND FOR HOW LONG
CINO TEAM MEMBER	D	I'VE HEARD FROM INTREPRENEURS THAT THERE WAS NO PLANNING FOR THEM AFTER THE ACCELERATOR, SO AFTER THEY FINISHED THEY NEEDED TO COME BACK TO THEIR OLD JOBS, WHICH WAS NOT EXCITING FOR THEM ANYMORE	-
INITIATIVE LEAD	D	UNCLEAR UNTIL SCALING PHASE HOW TO HAND OVER INNOVATION PROJECTS TO THE BUSINESS LINE AND WHAT MY ROLE WILL BE	AFTER MARKET FIT PHASE, 50% INNOVATION PROJECT AND 50% OF MY OLD JOB/POSITION: HARD TO COMBINE THESE

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
OTHER	D	TEAMS LOSE ENERGY BECAUSE OF UNCERTAINTY AT THE END OF AN ASSIGNMENT	“TEAMS BLOW OUT AS A CANDLE FLAME”
CINO TEAM MEMBER	D	IT IS WHAT I HEAR WHEN LOOKING FOR INITIATIVE LEADS	THE BEST TEAM LEADS DON'T JOIN INNOVATION PROJECTS BECAUSE THEY ARE CAREER FOCUSED AND THERE IS NO CLEAR CAREER STEP FOR AN INITIATIVE LEAD
PROJECT TEAM MEMBER	D	I FEEL PRESSURE TO NETWORK TO ALREADY HAVE ANOTHER PROJECT AFTER THIS ONE	IT DISTRACTED ME A LITTLE BIT, AS MY CONTRACT WAS EXTENDED ONLY AT THE LAST MOMENT (2 WEEKS AGO) AND THE “YOU’VE” “LOOKING AROUND” TO HAVE A PLAN B
OTHER	D	-	-
CINO TEAM MEMBER	D	I SEE PEOPLE IN INNOVATION TEAMS WHO DON'T WANT TO GO BACK TO A LINE FUNCTION AFTER FINISHING	FOR EXAMPLE, PEOPLE IN DIRECT LEASE TEAM MOVED TO ANOTHER INNOVATION INITIATIVE, I BELIEVE WE SHOULD CREATE A POOL OF PEOPLE
COACH	D	UNCLARITY, WASTE OF TIME TRYING TO FIND ANSWERS	MANY HOURS SPENT ON UNDERSTANDING IMPLICATION OF DIFFERENT SCENARIO'S
PROJECT TEAM MEMBER	D	THERE IS ALWAYS UNCERTAINTY	RELATED TO ANSWER ON QUESTION B, REALLY WORKING TOWARDS PROGRESS
CINO TEAM MEMBER	D	LOT OF QUESTIONS AND TRANSITION	SAME AS AT B

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
INITIATIVE LEAD	D	I DON'T. HOWEVER, DID EXPERIENCE IT DURING FORMING OF INNOVATION STUDIO TEAM	REST OF THE TEAM (6 PEOPLE) DID NOT JOIN THE STA OPPORTUNITY IN INNOVATION CENTER
PROJECT TEAM MEMBER	D	-	-
INITIATIVE LEAD	D	UNCLARITY OF LANDINGSPOOT DUE TO LACK OF BUEGT IN THE LINE BUSINESS. THEREFORE NOT CLEAR HOW TO CONTINUE: LEADS TO UNCERTAINTY	IT'S AN ENERGY DRAINER FOR ME AND I AM ACTIVELY LOOKING OUTSIDE THE PROJECT WHAT MY OPPORTUNITIES WITHIN ING ARE.
COACH	D	IT IS A FREQUENT CONCERN I HEAR FROM TEAM MEMBERS	MAKES ME FEEL THAT WE SHOULD PROVIDE MORE CLARITY ON POSSIBLE SCENARIO'S
TEAM MEMEBER	D	THERE SOMETIMES IS A LOT TOO MUCH FOCUS ON THE NUMBERS RATHER THAN THE BIGGER PICTURE. EVEN IF THERE IS SUCCESS, IT SEEMS GETTING BACKING FOR IMPLEMENTATION IS DIFFICULT.	IN MY PERSONAL CASE BEING IN INNOVATION WAS NOT POSITIVELY PERCEIVED BY MY DIRECT MANAGEMENT. THEY ARE NOT WILLING TO SUPPORT AN EXTENSION OF MY STA FOR IMPLEMENTATION PLUS HAVE PUSHED ME TOWARDS A PROJECT THAT IS NOT IN LINE WITH MY INTERESTS (IF I GO BACK TO MY TEAM).
TEAM MEMEBER	D	LEADS TO A LOT OF DISTRACTION INSTEAD OF FOCUS ON THE PRODUCT OR SERVICE	LESS PRODUCTIVE
TEAM MEMBER	E	VERY POSITIVE/VERY INSPIRING	POSSIBLE TO OFFER KNOWLEDGE

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
TEAM MEMBER	E	CULTURALLY WE DON'T REVEAL WE DON'T KNOW. BUT THIS IS NOT HOW INNOVATION WORKS. I SOMETIMES FIND MYSELF GOOGLING THINGS. IT IS AGAIN A PERSONAL THING TO OVERCOME.	THE PROJECT WE WORK ON REQUIRES A CERTAIN DEGREE OF BASIC KNOWLEDGE OF BANKING. I DON'T FEEL CONFIDENT ABOUT IT AND PREFER TO REMAIN SILENT AND GOOGLE THINGS INSTEAD.
TEAM MEMBER	E	WE INCLUDE NEW TECHNOLOGY (OCR/ NLP) WHILE I HARDLY HAVE TIME TO DEVELOP MYSELF ON THESE TOPICS	LESS ABLE TO JUDGE THE QUALITY OF SERVICES DELIVERD BY EXTERNAL VENDORS
INITIATIVE LEAD	E	TRAINING DURING THE LAST DIFFERENT PACE PHASES DOESN'T EXIST (E.G. SOLUTION FIT/MARKET FIT / SCALING)	WHAT ARE THE BEST PRACTICES OF OTHER TEAMS DURING MARKET FIT / SCALING PHASES. NO TRAINING OR STANDARD PROCESSES AVAILABLE.
TEAM MEMBER	E	IN A SMALL TEAM YOU HAVE VARIOUS ROLES WITHOUT BEING A SPECIALIST IN THAT OR HAVING HAD THE RISK TRAINING. YOU'RE LEARNING ON THE JOB	1.SOMETIMES YOU'RE NOT AS FAST BECAUSE YOU HAVE TO FIND OUT HOW IT WORKS, 2. IT CAN BE STRESSFUL TO LEAD A MEETING ON A SUBJECT WHEN YOU'RE NOT A SPECIALIST
INITIATIVE LEAD	E	IN OUR START-UP, THE FOCUS IS ON TRACTION, THERE IS NO TIME FOR TRAINING	ALL YOU LEARN IS BY TRIAL AND ERROR
INITIATIVE LEAD	E	WE GOT ALOT USEFUL TRAINING AND I GAINED NEW INSIGHTS FROM IT, IT HELPS!	TRAINING ON EXPERIMENTS HELPED TO THINK THROUGH DOING GOOD EXPERIMENTS. LEARNED HOW TO BUILT A LANDINGPAGE.
TEAM MEMBER	E	SPECIFIC ONLINE TOOLS WITH WHICH YOU CAN FOLLOW BIG COMPANIES TO INTERVIEW WHOLESALE CLIENTS.	EXAMPLE LIKE TIPS AND TRICKS FOR A 'SEXY' POWERPOINT: NOT SHOWED OR NOT ONLY ING BRANDED / SALES CONVERSATIONS NOT AROUND THE "POT"

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
TEAM MEMBER	E	WE STARTED WITH A LOT OF TRAINING, BUT STOPED DURING THE PROJECT	DID NOT REALLY IMPACT MY WORK, BUT I COULD LEARN/DEVELOP MUCH MORE
INITIATIVE LEAD	E	DID NOT REALLY IMPACT MY WORK, BUT I COULD LEARN/DEVELOP MUCH MORE	SLOWS DOWN OUR PROJECT. WE COULD MAKE MORE SPEED BY KNOWING WELL HOW WE SHOULD DO EVERYTHING.
CINO TEAM MEMBER	F	EXTERNALS HAVE NO PAIN OF FAILING	UNSURE IF WE CAN GET MORE IMPACT IF THERE IS A BONUS RELATED INCENTIVE
COACH	F	IT IS HARD TO GET REALLY GOOD PEOPLE TO STEP INTO A PROJECT	IT TOOK 4 MONTHS TO BUILD A GOOD TEAM FOR THE COVENANT MONITORING TEAM
CINO TEAM MEMBER	F	INITIATIVE LEADS ARE NOT ALWAYS MOTIVATED WHEN THEY FACE PROBLEMS BECAUSE THEY ARE WORRIED ABOUT THEIR OWN POSITION	I NEED TO DO A LOT OF MOTIVATING TOWARDS THESE INITIATIVE LEADS WHO DECIDED TO JOIN AN INNOVATION PROJECT AND WERE NOT PROPERLY REWARDED
TEAM MEMBER	F	WE ARE MOSTLY NOW FOCUSING ON PROVING THE PRODUCT, LESS WITH PRICING, ESPECIALLY IN THE BEGINNING	NOW WE ARE LOOKING AT PRICING AND THAT IS A NEXT CHALLENGING STEP
INITIATIVE LEAD	F	YOU RUN A DOWNSIDE RISK ONLY, BUT PEOPLE SAY "AT LEAST YOU HAVE LEARNED A LOT"	NO PROMOTION OPPORTUNITIES
INITIATIVE LEAD	F	PEOPLE HAVE FEAR OF FAILING. HAD TO CHALLENGE THE TEAM TO HIT THE WALLS HARD. FAILURE IS GOOD.	INSTEAD OF ACTION, IT LEADS TO RISK AVOIDING BEHAVIOUR. FAILURE SHOULD BE CELEBRATED & ENCOURAGED.
COACH	G	TEAMS DON'T KILL IDEAS/ SPONSORS DO	TEAM ADVISED TO KILL, SPONSOR DIT IT ANYWAY: WHY ARE WE EVEN DOING THIS

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
CINO TEAM MEMBER	G	TALKING TO COLLEAGUES THAT HAVE BEEN THERE	THERE IS A BIG EFFORT OF INNOVATION TEAM TO EMBED THIS MINDSET , BUT THIS IS NOT THE WAY OTHER AREAS OF ING THINK. I SAW THE FORMER CEO OF KIDDING UPSET IWTH THE FACT THE COMPANY DIDN'T SEE THE POTENTIAL OF THE STARTUP
CINO TEAM MEMBER	G	ONCE YOU WORK IN INNOVATION IT IS HARD FOR PEOPLE TO GO BACK TO THE BANK	AGAIN DIRECT LEASE EXAMPLE
PROJECT TEAM MEMBER	G	-	-
PROJECT TEAM MEMBER	G	IS PUTTING MONEY ON THE TABLE KEY OR RATHER GETTING TO KNOW THE MARKET	PIVOTING TO SMALLER NICHES NOT WELL RECEIVED, THERE ARE POSSIBILITIES BUT NOT THE 'PREDICTED' VOLUME FROM THE START. NEEDS TO BE SEEN AS "A GAIN", BUT DOESN'T FEEL SO
COACH	G	DISSAPPOINTMENT WHEN AN IDEA GETS KILLED	WE SHOULD EMPHASIZE THE VALUE OF INVALIDATION MORE: PREVENTION OF WASTE
INITIATIVE LEAD	G	THE EXISTING CULTURE IS STILL ONE OF NOT FAILING (FAST). SO ALTHOUGH THIS IS PROMOTOED BY INNOVATION, THE EXISTING WORLD STILL DOESN'T SEE IT LIKE THIS	YOU HAVE TO CONFRONT THE EXISITING ORGANIZATION SOMETIMES, WHICH MIGHT LEAD TO CERTAIN CONSEQUENCES
INITIATIVE LEAD	H	STILL LEARNING HOW TO DEAL WITH IT	-

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
PROJECT TEAM MEMBER	H	AS A REAL CHALLENGE AN BE ABLE TO LEARN AND EXPERIENCE NEW THINGS	NOT YET
PROJECT TEAM MEMBER	H	I'M IN SEARCH OF NEW OPPORTUNITY	NOT
COACH	H	-	-
CINO TEAM MEMBER	H	I AM NOT CERTAIN IF PEOPLE SHOULD CONTINUE	-
PROJECT TEAM MEMBER	H	NOT REALLY AN EFFECT ON MY DAILY WORK	I DECIDED TO APPLY FOR SOME COURSES IN THE NEAR FUTURE (SCRUM, PO-CERTIFICATION, ENGLISH) TO PREPARE MYSELF BETTER FOR A PROJECT AFTER THIS ONE
OTHER	H	-	-
INITIATIVE LEAD	H	THERE ARE ALMOST NO OPPORTUNITIES TO SHARE KNOWLEDGE TO OTHER TEAMS	NO IMPACT YET
INITIATIVE LEAD	H	YOU NEED THE SUPPORT TO BE ENTREPRENEURIAL	ONLY +- 2% OF STAFF HAS THE GUTS TO TRY AND FAIL. APPLAUD THAT BEHAVIOUR. WE'RE NOT ARMY, ORDERS ARE NEVER GOING TO CHANGE ING."

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
COACH	H	CURRENTLY WE NEED TO LOOK FOR INTRAPRENEURS FOR EACH INDIVIDUAL INITIATIVE. A POOL OF INTRAPRENEURS WILL SOLVE MULTIPLE RESOURCE ISSUES. ALSO WE THEN DAN DEFINE JCF ROLES.	IT IS A ACHALLENGE TO GET THE RIGHT RESOURCES FOR AN INITIATIVE ON A STA BASIS. POOLING WILL HELP GETTING IN THE RIGHT PEOPLE FOR A LONGER PERIOD OF TIME AND THEN ROTATION IS EASIER.
INITIATIVE LEAD	H	DON'T SEE THIS AS A CHALLENGE. JUST AS SOMETHING THAT WOULD BE NICE TO DO.	NOT
OTHER	H	-	-
INITIATIVE LEAD	H	THIS CHALLENGE PASSED 'BY ACCIDENT' IF WE KNEW YOU WERE SO INTERESTED...	OTHER COLLEAGUES ASK HOW THEY CAN RECEIVE THIS INFO. I DO NOT KNOW EITHER HOW TO SEE THE "NEW" CHALLENGES, INNOVATION PROJECTS
INITIATIVE LEAD	H	TRY TO MAKE YOURSELF VISSIBLE	TALKING TO STAKEHOLDERS , PRESENTING YOURSELF
INITIATIVE LEAD	H	LEADS TO LOTS OF DISCUSSIONS AND ISSUES WITH REGARD TO WHO'S PAYROLL I AM ON.	SEE "D"
PROJECT TEAM MEMBER	H	-	-
INITIATIVE LEAD	I	MAKES IT MORE COMPLEX/ TIME CONSUMING CONVERSATION	-



<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
COACH	I	WHAT DO WE NEED, WHEN, WHY?	NOT BEING SURE
INITIATIVE LEAD	I	IT CAPABILITIES SUPPORT MISSING. GOOD SELECTION PROCEDURE OF TEAM COMPOSITION IS KEY.	WE WERE LUCKY THAT OUR TEAM COMPOSITION WAS GOOD WITHOUT A GOOD SELECTION PROCEDURE.
COACH	I	WE DO NOT HAVE JCF ROLES CURRENTLY. NOT TO MY KNOWLEDGE ANYWAY AND ADHERE TO HIPSTER, HACKER, HUSTLER	ESPECIALLY FOR TEAMS THAT WORKED WITH OUTSIDE ACCELERATORS, IT WAS HARD TO JUDGE WHAT SKILLS THEY NEEDED TO BRING IN OR LEARN. EACH TIME THEY NEEDED TO DO SOMETHING NEW THEY LACKED THE TRAINING/ EXPERTISE. SO NO MORE PART-TIME OUTSIDE ACCELERATOR PROJECTS.
OTHER	I	CLEAR DEFINITION OF ROLES OF MEMBERS, COULD OWN DESIGNER	1. NOT ALWAYS CLEAR WHO THE DECISION MAKER IS, 2. UNCLARITY LEADS TO UNCERTAINTY
INITIATIVE LEAD	I	LANGUAGE BARRIER	WE DO AN INTERNATIONAL PROJECT WHICH REQUIRES CERTAIN LANGUAGE CAPABILITIES (IT, ESP, GER, FR). NOT HAVING THIS SLOWS DOWN.
INITIATIVE LEAD	I	A BETTER SELECTION UPFRONT WOULD HAVE MAYBE IMPROVED THE TEAMS DELIVERY SPEED AND WORKING AS A TEAM	I LEARNED AND IMPROVED MY LEADERSHIP SKILLS, NEXT TIME I KNOW BETTER AND DO THINGS DIFFERENTLY
INITIATIVE LEAD	J	I RECEIVE DIFFERENT CONTRAIRY FEEDBACK FROM ICEG	MAKES TARGETTING COMPLEX: FEEDBACK AND TEAMREVIEW TEMPLATE IS CONTRAIRY ON WHAT SR MANAGEMENT WANT TO HAVE DELIVERED

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
COACH	J	-	-
CINO TEAM MEMBER	J	MOST OF THE EXECUTIVES I SEE STILL HVAE THE MINDSET OF “BUSINESS CASE” CULTURE SO I`TS HARD FOR THEM TO SEE THE SUCCESS BASED ON LEARNING THE TEAM IS HAVING	LEADERS WITHIN INNOVATION TEAM SAY AND PREACH THAT THE INNOVATION MINDSET SHOULD BE: LEARN WITH FAILURE, BUILD, MEASURE, LEARN, BUT WHEN IT COMES TO REALITY, THEY JUST WANT TO SEE “SUCCESS”, THERE’S STILL A LONG JOURNEY TO RUN.
OTHER	J	-	-
OTHER	J	THERE IS NO PRE-OR DURING ASSESSMENT PROCESS IN PLACE	QUALITY OF THE TEAM
PROJECT TEAM MEMBER	J	MEDIUM	WE HAVE OUR DEMO/RETROSPECTIVE. MORE ON GENERAL. COULD FOCUS MORE ON PROCESS TO BECOME MORE EFFICIENT/EXPERIENCED.
INITIATIVE LEAD	J	NO FORMAL PERFORMANCE MEETINGS	SOMETIMES UNCERTAINTY WHETHER I AM PERFORMING WELL OR NOT
PROJECT TEAM MEMBER	K	PROJECTS ARE ASSIGNED TO TEAM MEMBERS WHEN FEW HAVE ANY EXPERTISE	I WAS ASKED TO DRAFT AN INVOICE (IN DUTCH). 1. I HAVE NEVER REALLY LOOKED AT ONE BEFORE. (2) I DON`T SPEAK DUTCH. I FLEEL LIKE THIS IS LESS OF A CHALLENGE, MORE OF AN OPPORTUNITY. I ENJOY THESE PROJECTS. IT`S GOOD FOR EXPERIENCE.

<b>PARTICIPANT FUNCTION</b>	<b>CHALLENGE</b>	<b>EXPERIENCE IN DAILY WORK</b>	<b>EXAMPLE</b>
PROJECT TEAM MEMBER	K	ALL THE TIME NEW CHALLENGES COME UP SO THAT GIVES SPACE TO GAIN NEW KNOWLEDGE AND SKILLS	I'M GENERALLY VERY PROACTIVE SO THE INNOVATIVE ENVIRONMENT GAVE ME THE FREEDOM TO EXPLORE MORE OPPORTUNITIES AND CHALLENGE OTHERS MORE.
INITIATIVE LEAD	K	I LEARNED A LOT REGARDING MY OWN BEHAVIOR, TEAM MEMBERS, STAKEHOLDERS AND INNOVATION	I BECAME MORE INTRAPRENEURIAL, IMPROVED LEADERSHIP SKILLS
PROJECT TEAM MEMBER	L	FEEDBACK IS ONLY GIVEN IN EMERGENCY SITUATIONS	SINCE IT'S INNOVATION, NO ONE REALLY KNOWS WHAT THE 'RIGHT' THING TO DO IS. BUT WHEN THINGS GO WRONG, IT IS OBVIOUS SOMEONE HAS TO FIX IT. I ALSO DON'T MIND THIS ENVIRONMENT. THE ALTERNATIVE TO THIS IS MORE MUNDANE/STRUCTURED ROUTINES, IT'S A PERK OF INNOVATION.
OTHER	L	GIVES NOT ENOUGH CLARITY IF YOU PERFORM WELL, DOES NOT FIT AGILE LEAN, ITERATION PROCESS	-

# **APPENDIX V**

## **IN DEPTH - MOM'S TEST INTERVIEW GUIDE**

# SEMI-STRUCTURED INTERVIEW - MOM'S TEST

## TOPIC:

“NO CLEAR STRUCTURE FOR MULTIPLE SCENARIOS CAUSED BY THE IRREGULARITY OF INNOVATION.”

## STATEMENT:

“I FIND IT DIFFICULT NOT TO KNOW MY POSITION AFTER THE ACCELERATOR PROGRAM ENDS (I.E., IN CASE MY INNOVATION PROJECT SPINS-OFF, SPINS-OUT, WILL BE INTEGRATED WITHIN A BUSINESS LINE OR WHEN I HAVE TO BACK TO MY OLD JOB)”

## FOCUS GROUP:

“PROJECT-OWNERS OR PROJECT TEAM MEMBERS THAT ARE CURRENTLY IN OR HAVE IN THE PAST PARTICIPATED IN INNOVATION PROJECTS @ ING”

## QUESTIONS:

### INTRODUCTION ( 5MIN)

CAN YOU TELL ME SOMETHING ABOUT YOURSELF AND WHAT THE LAST INNOVATION PROJECT YOU DID FOR ING WAS ABOUT?

PROBE: WHO WERE INVOLVED IN THIS PROJECT?, WHAT WAS THE GOAL OF THIS PROJECT? WHY?

(WRITE DOWN TEAM NAMES)

### WHAT DOES INTERVIEWEE SEE AS HAPPENED TO OR WILL HAPPEN TO THE PROJECT? (10 MIN)

WHAT DID THE PROJECT END UP BECOMING? ^ HOW DO YOU SEE THE PROJECT PROGRESSING?

PROBE: WHY/HOW DID (WILL) THIS HAPPEN?, WHAT WERE THE CAUSES OF THIS? WHAT DID/DO YOU NEED TO DO TO MAKE THIS HAPPEN? WHAT WERE/ARE THE CONSEQUENCES OF THIS? WHY?

## **HOW DO REST OF TEAM MEMBERS (SAY NAMES) HANDLE PERSPECTIVE IN INNOVATION PROJECTS? (10 MIN)**

**(WHEN) DID YOU START LOOKING FOR WHAT YOU WOULD DO AFTER THE INNOVATION PROJECT WAS/IS FINISHED? ^ HOW DID YOU DECIDE ON THE NEXT STEP IN YOUR CAREER?**

**PROBE: WHY DID YOU THIS AT THAT MOMENT? HOW DID/DOES THIS AFFECT THE WORK YOU WERE DOING IN THE PROJECT? CAN YOU GIVE A CONCRETE EXAMPLE OF THE IMPACT THIS HAD ON THE PROJECT? WHAT WERE YOUR REASONS FOR DOING THIS? WHAT WERE THE IMPLICATIONS? HOW DID YOU APPROACH THIS? WHY LIKE THIS?**

## **HOW DO REST OF TEAM MEMBERS (SAY NAMES) HANDLE PERSPECTIVE IN INNOVATION PROJECTS? (10 MIN)**

**HOW DID/DO YOUR TEAM-MEMBERS HANDLE THIS LOOKING FOR WHAT THEY WOULD DO AFTER THE INNOVATION PROJECT WAS/IS FINISHED?**

**PROBE: WHY DID THEY THIS AT THAT MOMENT? HOW DID/DOES THIS AFFECT THE WORK THEY WERE DOING IN THE PROJECT? CAN YOU GIVE A CONCRETE EXAMPLE OF THE IMPACT THIS HAD ON THE PROJECT? WHAT WERE THEIR REASONS FOR DOING THIS? WHAT WERE THE IMPLICATIONS? HOW DID THEY APPROACH THIS? WHY LIKE THIS?**

## **PARTIES NORMALLY INVOLVED IN HELPING WITH THIS CHALLENGE/PROBLEM? (5 MIN)**

WHO DO YOU SHOULD BE INVOLVED OR HELPING YOU WITH THIS EXPLORATION OF OPPORTUNITIES? (DEPARTMENTS)

PROBE: WHY DO YOU BELIEVE THIS? HOW IS THIS HANDLED NOW?

## **POSSIBLE SOLUTIONS WITH REGARD TO THE IDENTIFIED CHALLENGES/PROBLEMS? (10 MIN)**

DO YOU HAVE AN IDEA OF HOW THIS COULD BEST BE SOLVED? > SAY YOU GOT A NEW JOB, HOW WOULD YOU HAVE GOTTEN THERE?

PROBE: WHY LIKE THIS? WHAT EXACTLY WOULD IT SOLVE? HOW WOULD IT WORK? WHAT WOULD BE THE IMPACT?

## **ANYTHING I MIGHT HAVE MISSED? (5 MIN)**

IS THERE ANYTHING ELSE I MIGHT HAVE MISSED AND SHOULD HAVE ASKED YOU WITH REGARD TO THIS TOPIC?

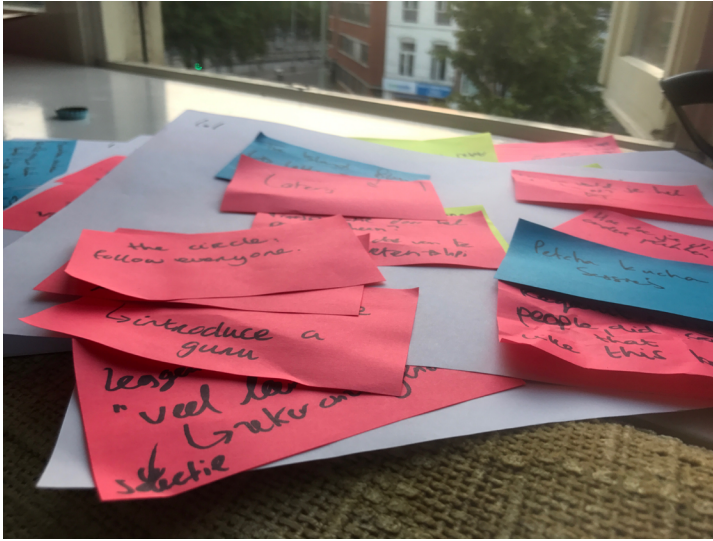


# **APPENDIX VI**

**GOOGLE DESIGN SPRINT  
BRAINSTORM**

# BRAINSTORM SESSION





# CONTEXT

**DESIGN A SOLUTION THAT GIVES INTRAPRENEURS WORKING IN INTERNAL CORPORATE VENTURES THE OPPORTUNITY TO MANIFEST THEMSELVES TO THE REST OF THE COMPANY WHILE EXPLORING NEW OPPORTUNITIES CONNECTED TO THEIR TIME IN INNOVATION.**

## **WHY:**

**WE WANT THE RIGHT PEOPLE TO JOIN INNOVATION PROJECTS; THOSE THAT ARE EAGER AND WILLING TO TAKE RISKS. IT CANNOT BE JUST “A STEP UP THE CORPORATE LADDER”. THOSE PEOPLE SHOULD THEREFORE BE PROVIDED WITH AN OPPORTUNITY RATHER THAN A STANDARD PROCESS THAT GIVES THEM ASSURANCE.**

## **WHY:**

**MOST INTRAPRENEURS COME INTO PROJECTS ON STA'S (SHORT TERM ASSIGNMENTS). AFTER A PROJECT FINISHES FOR WHATEVER REASON, MOST OF THEM DO NOT WANT TO GO BACK TO THEIR OLD JOB. ALSO, MOST MANAGERS HAVE ALREADY REPLACED THEM AND ARE NOT WAITING FOR THEM TO COME BACK. DUE TO THE UNCERTAINTY THIS GIVES, INTRAPRENEURS START EXPLORING NEW OPPORTUNITIES DURING THE LAST PHASES OF THEIR ACCELERATION. THIS, ULTIMATELY, NEGATIVELY INFLUENCES PERFORMANCE ON THE PROJECT AND THEREBY THE PROJECT'S OUTCOME.**

## **WHY:**

**ING IS INVESTING A LOT OF MONEY IN EDUCATING ITS EMPLOYEES IN INNOVATION. IT, UNFORTUNATELY, HAPPENS OFTEN THAT THESE PEOPLE DO NOT END UP DOING ANYTHING WITH THESE SKILLS ANYMORE AFTER THE ACCELERATION OF A PROJECT. MOREOVER, SOME EVEN LEAVE ING. THIS, WHILE ING INVESTS HUGE AMOUNTS OF MONEY IN EXTERNAL 'INNOVATION SUPPORT'. ING ULTIMATELY LOSES CAPABLE PEOPLE DUE TO THIS AND INVESTS AGAIN TO REPLACE THEM.**

## **OVERALL GOAL:**

**“ENSURE 100% DEDICATION OF INTRAPRENEURS WHILE THEY ARE EXECUTING AN INTERNAL CORPORATE VENTURE”.**

## **PART 1 BRAINSTORM :**

### **PHASE 1: PRE-ACCELERATION**

**IT SHOULD BE MADE CLEAR THAT STARTING AN INNOVATION PROJECT IS NOT JUST ‘ANOTHER CORPORATE ASSIGNMENT’. BY COMMUNICATING THE POSSIBLE OUTCOMES OF INNOVATION PROJECTS UPFRONT, ONLY THE ‘RIGHT’ PEOPLE ARE EXPECTED TO JOIN PROJECTS.**

### **HOW TO**

**HOW TO BE TRANSPARENT ABOUT THE RISK OF INNOVATION PROJECTS WITHOUT DEMOTIVATING THE RIGHT PEOPLE TO ACTUALLY JOIN THEM?**

## **PHASE 2: ACCELERATION**

**DURING THE ACCELERATION PHASE, CERTAIN MOMENTS SHOULD BE DEDICATED TO ALLOW INTRAPRENEURS TO EXPLORE WHAT THEY WOULD LIKE TO DO AFTER A PROJECT FINISHES. THIS, TO PREVENT THEM FROM DOING THIS IN THEIR OWN TIMES WHICH ULTIMATELY LEADS TO LESS ATTENTION TO THE PROJECT ITSELF.**

### **How to**

**HOW TO CREATE MOMENTS THAT INTRAPRENEURS FIND VALUABLE AND NOT 'MANDATORY AND PUSHED'. THUS, MAKE IT FEEL ORGANIC DURING THE ACCELERATION PROCESS RATHER THAN 'THAT OTHER THING TO DO AS WELL'?**

**5 MIN INDIVIDUALLY - 5 MIN PAIRS**

## **PHASE 3: POST- ACCELERATION**

**IN CASE A PROJECT ENDS (DUE TO INVALIDATION OR SUCCESS), PROVIDE INTRAPRENEURS WITH A PRE-COMMUNICATED SAFETY NET (OR TIMEFRAME). IN WHICH THEY ARE ALLOWED TO EXPLORE NEW OPPORTUNITIES AND EXPOSE THEMSELVES TO THE COMPANY. THIS SHOULD TAKE THE 'STRESS' OF FINDING SOMETHING DURING THE PROJECT AWAY.**

## **HOW TO**

**HOW TO CREATE A 'SAFETY NET' THAT PROVIDES A CLEAR PERSPECTIVE OF OPPORTUNITY TO EXPLORE AND EXPOSE THEMSELVES FOR INTRAPRENEURS DURING PROJECTS?**

**5 MIN INDIVIDUALLY - 5 MIN PAIRS**

## **PART 2 BRAINSTORM :**

**FOCUSED ON PHYSICAL ASPECT**

### **FOR EACH PHASE:**

**"HOW MIGHT WE ACCOMPLISH THIS BY USE OF A (PHYSICAL) SOCIAL GATHERING, WORKSHOP OR SOMETHING SIMILAR AND WHY LIKE THIS?"**

**5 MIN INDIVIDUALLY - 5 MIN PAIRS**



## **PART 3 BRAINSTORM :**

**FOCUSED ON DIGITAL ASPECT**

**FOR EACH PHASE:**

**“HOW MIGHT WE ACCOMPLISH THIS BY USE OF A PLATFORM THAT FORMS THE DATABASE OF EVERYONE THAT IS AND HAS PARTICIPATED IN INNOVATION PROJECTS AT ING”**

**5 MIN INDIVIDUALLY - 5 MIN PAIRS**

## **PART 4 BRAINSTORM :**

**FOCUSED ON COMBINING THE TWO ASPECTS**

## **FOR EACH PHASE:**

**“HOW CAN YOU CONNECT THE PLATFORM TO THE PHYSICAL ASPECT IN TERMS OF RELEVANCE & ENGAGEMENT?”**

**5 MIN INDIVIDUALLY - 5 MIN PAIRS**

## **PART 5 BRAINSTORM :**

**HOW SHOULD THE PROGRAM JOURNEY CONNECT TOGETHER**

## **FOR EACH PHASE:**

**“HOW MIGHT THE DIFFERENT PHASES OF THE PROPOSED SOLUTIONS CONNECT TOGETHER?”**

**1 X 10 MIN AS A GROUP**

# **APPENDIX VII**

## **VALIDATION SESSIONS**

# VALIDATION SESSION



## **INTRO**

**THIS IS THE CONCEPTUAL PROGRAM, I'LL GUIDE YOU THROUGH THE DIFFERENT PHASES TO MAKE YOU UNDERSTAND HOW IT WOULD WORK**

## **CONCEPT JOURNEY**

**1. TRANSPARENCY SESSION**

**2. PUBLIC ANNOUNCEMENT**

**3. ALUMNI EVENT**

**4. AWARD SHOW**

**5. ON THE BEACH**

**PLEASE TELL HOW YOU WOULD EXPERIENCE THIS AND WHY?**

## **DIGITAL ASPECT**

**WHAT FUNCTIONS DO YOU NEED AND WHY?**

**WHAT DO YOU NOT WANT TO HAVE ON A PLATFORM LIKE THIS AND WHY?**

# APPENDIX VIII

## OVERVIEW DESIGNED SCREENS

CInO Innovation Portfolio Search people... Community Dashboard Projects Admin

< Ooops.. I did it again!!

Orion Joss  
Initiative Lead @  
Beyond Bankers 2.0 16 h

#Didn't work well #Invalidation  
#Knowingwhatnottodo

Experiments

Description

Hi Guys!  
Today we tried to simulated user-experiences with an Ipad. Unfortunately didn't work because people didn't understand where to click! See a pic below, anyone any suggestions?



Comments (13)

Luuk Verhoeven Maybe try Sketch or Figma next time! These allow clickable prototypes. 15m

Alexander Ball Hmm did you maybe try to first give them an explanation about it? 55m

Michel Smook At least we all know what not to do now!! 3h

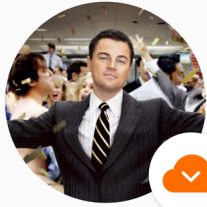
Add a comment...

< 1 2 >


# EXPERIENCE PAGE - EXPERIMENT

☰ **CInO Innovation Portfolio** | Search people... 🔍 | **Community** ▾ | Dashboard | Projects ▾ | 👤 Admin

## < Check our new platform!




#Startegyrules #Newplatform  
#Hardworkpaysoff




**Michel Smook**  
Customer Lead @  
Startegy

3 h



Update




Description


Hi Guys!  
We just launched our new platform to introduce to our users. We're really curious what you think about it, please let us know!  
<http://www.startegy.nl/>




Comments (6)



**Alexander Ball** Awesome work guys, can't wait to hear how your customers like it! 15m



**Egbert-Jan Visscher** Wow! Such a nice job after a long time of hard work! 45m



**Martin Mastbroek** Really curious how this will would work for my own startup! 1h

🗨️

< 1 2 >


# EXPERIENCE PAGE -UPDATE



CInO Innovation Portfolio  Community ▾ Dashboard Projects ▾ Admin

**People** [Social stream](#) [Calendar](#)


Type of team-role:  Status:  Country:



**Orion Joss**

Initiative Lead


# Netherlands



**Martin Mastbroek**

Initiative Lead


# Netherlands



**Alexander Ball**

Initiative Lead


# United Kingdom



**Egbert Jan Visscher**

Customer Lead


# Netherlands



**Michel Smook**

Customer Lead

# Netherlands



**Luuk Verhoeven**

Experiment Lead

# Netherlands

< **1** 2 3 ... 33 >

# OVERVIEW INTRAPRENEURS PAGE

●●●● Figma 9:42 AM 42%

< Orion Joss

What do you want to share?

? ☁️ 🔬

How would you describe it?

Ooops...I did it again!!

📷 #Didn't work well #Invalidation #Knowingwhatnottodo

Please give a a short summary

200 characters left... 📷

Share experiment


SHARE  
EXPERIMENT

●●●● Figma 9:42 AM 42%

< Beyond Bankers 2.0

in Connect with LinkedIn

Please create your profile

 Initiative Lead

# Netherlands

Orion Joss


Please indicate your interests


#Blockchain #Mobility  
#Internetofthings  
#Flexliving #Artificial Intelligence

Enroll on platform

ENROLL ON  
PLATFORM


Upcoming events Past events

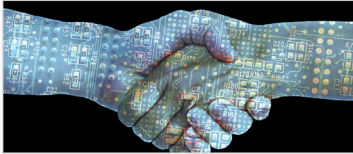
 **Adam Ayers**  
Innovation Studio lead @  
ING 23 d



**Corporate innovation 2.0 event!**  
13-10-2017

Enroll now

 **Adam Ayers**  
Innovation Studio lead @  
ING



**"So what is blockchain?" event**  
24-11-2017

Enroll now

# CALENDAR WITH EVENTS PAGE



## Robin van Rijn

Netherlands

Technology Lead

-

Status Horizon

Not in project -



### Interests

[#Blockchain](#) [#ITrocks](#) [#Portfolioapp](#)  
[#Artificialintelligence](#)

### Projects

### Social stream

How do I interview?

[#Howdoltalktocustomers](#) [#Noidea](#)  
[#Standardformatneeded](#)

Check out our venture!

[#Awesomeness](#) [#Beyondbanking](#)  
[#Involvingrealusers](#)

Epic fail!!

[#Youonlyliveonce](#) [#Invalidation](#)  
[#Atleastwetried](#)



# SOCIAL STREAM PROFILE PAGE



CinO Innovation Portfolio Search people... Community Dashboard Projects Admin

**Orion Joss**  
Netherlands

Initiative Lead  
Beyond Bankers 2.0

Status Discover Horizon 3

Interests  
#Blockchain #Mobility #Internetofthings  
#Flexliving #Artificial Intelligence

Projects

Social stream

Initiative name	Idea characteristics	Status	Horizon
<b>Beyond bankers 2.0</b> <small>CinO supported project, ICEC accelerator</small>	<small>#Blockchain #Mobility #Innovation</small>	Discover	3
<b>Blockchain-mania</b> <small>CinO supported project, ICEC accelerator</small>	<small>#Blockchain #Banking #Internetofthings</small>	Closed	2

# VENTURE LIST PROFILE PAGE

# **APPENDIX IX**

**SCRIPT FOR PRIDE  
JOURNEY**

# ONBOARDING

<b>STEP</b>	<b>SCENE</b>	<b>SCREEN NEEDED</b>	<b>PEOPLE</b>
1	INTRODUCING ORION, HELLO PICTURE	-	ORION INTRODUCING HIMSELF
2	INTRO MOVIE: WHAT IS PRIDE IN PIT OR OTHER ROOM	SCREEN OF PRIDE WITH PLAY LOGO	PATRICK (PRESENTING) /ORION WATCHING
3	SLIDES INTRODUCING PRIDE PROGRAM ON SCREEN	SLIDE; WITH MULTIPLE STEPS LIKE IT'S AN ENTIRE SLIDESHOW	PATRICK (PRESENTING) /ORION WATCHING
4	FIRST ENROLLMENT INTO PORTFOLIO / PRIDE APP: VIA PHONE!	PHONE ENROLLMENT : FIRST LOGIN TO THE PLATFORM:: MOBILE SCREEN	ORION WITH PHONE IN HAND, PHOTO FROM BEHIND
5	CONNECT PROFILE TO PROJECT IN PORTFOLIO APP; HELP FROM SOMEONE ELSE BY POINTING	USE LAPTOP SCREEN TO CLUSTER PEOPLE TOGETHER BEHIND IT; PERSON + PROJECTS SCREEN	ORION WITH SOMEONE (ME?) POINTING

<b>STEP</b>	<b>SCENE</b>	<b>SCREEN NEEDED</b>	<b>PEOPLE</b>
6	<p><b>CONFIRMATION EMAIL : AWESOME YOU JOINED THE PRIDE, GO TO THE PLATFORM TO STAY UPDATED ABOUT ALL THAT'S GOING ON!</b></p>	<p><b>USE MAIL SCREEN WITH CONFIRMATION ON PHONE</b></p>	<p><b>ORION WITH PHONE IN HAND: GETTING EMAIL WITH PRIDE CONFIRMATION</b></p>



# COMMUNITY BUILDING

STEP	SCENE	SCREEN NEEDED	PEOPLE
1	INVITE FOR EVENT: MAIL IS DESCRIBED; THEN OVERVIEW OF CALENDAR IS SEEN	CALENDAR IS SEEN ON IPAD..	ORION CHECKS IT OUT ON LUKK'S IPAD
2	SOMEONE SPEAKING ABOUT SOME REALLY COOL INNOVATION TOPIC (CORPORATE INNOVATION / THE CORPORATE STARTUP?)	SOMETHING COOL ON SCREEN... 'THE CORPORATE STARTUP?'	ANGELIQUE/HUGO PRESENTING IN FRONT OF A SCREEN/ POSTER..
3	WORKSHOP, INCORPORATING NEW THEORY INTO A PRACTICAL CASE FROM A CERTAIN VENTURE..	-	RANDOM PEOPLE 'WORKSHOPPING' ON A TABLE... (BETTER EVEN WITH ORION)

<b>STEP</b>	<b>SCENE</b>	<b>SCREEN NEEDED</b>	<b>PEOPLE</b>
4	<b>NETWORKING DRINKS, INFORMALLY CONNECTING AND SHARING EXPERIENCES</b>	-	<b>PEOPLE STANDING TOGETHER AROUND COFFEE CORNER; SEEMING TO HAVE DRINKS TOGETHER.</b>
5	<b>RECAP EVENT: UPDATE ON PLATFORM; WOW GUYS THIS WAS REALLY COOL</b>	<b>UPDATE PAGE ON PLATFORM : ANGELIQUE OR HUGO POST;</b>	<b>ORION LOOKING AT THE SCREEN AT UPDATE..</b>
6	<b>REMEMBERS SOMEONE HE HAD A COOL CONVERSATION WITH AND LOOKS HIM UP TO MEET AGAIN:</b>	<b>PROFILE PAGE OF PERSON ORION LOOKS UP...</b>	<b>ORION LOOKING AT THE SCREEN OF A PERSON</b>
7	<b>MEETUP AND CONNECTING IN PERSON WITH THIS GUY: TALK ABOUT JOB POSSIBILITIES AND EXPERIMENT IDEAS: ORION GETS IDEA</b>	-	<b>PICTURE OF ORION + PERSON HAVING COFFEE</b>

<b>STEP</b>	<b>SCENE</b>	<b>SCREEN NEEDED</b>	<b>PEOPLE</b>
8	ORION PERFORMS EXPERIMENT (SHOWING IPAD THING TO CUSTOMER OUTSIDE);	-	PICTURE OF ORION OUTSIDE HAVING AN IPAD IN HIS HAND SHOWING SOMETHING TO A RANDOM PERSON
9	ORION SHARES EXPERIMENT ONLINE QUICKLY VIA MOBILE APP	MOBILE APP : SHARE EXPERIMENT : QUICK OVERVIEW HOW TO DO THAT	ORION WITH PHONE IN HAND QUICKLY SHARING HIS EXPERIMENT TO OTHERS..
10	ORION WAITS FOR RESPONSES AND DISCUSSES THESE WITH THE REST OF HIS TEAM TO IMPROVE	SCREEN ZOOMED ON COMMENTS FROM OTHERS	PRESENTING FROM LAPTOP OR SCREEN..

# INNOVATION MOBILITY

STEP	SCENE	SCREEN NEEDED	PEOPLE
1	STATUS IS ADJUSTED IN APP; IPAD & THEN NOTIFICATION SENT OUT TO BOTH INTRAPRENEUR AND COUNSELOR	IPAD APP SCREEN: ADJUST STATUS; DO YOU WANT TO HAVE A MEETING WITH YOUR COUNSELOR? YES	ORION WITH IPAD SCREEN
2	ORION PLANS MEETING WITH COUNSELOR OF WHICH COUNSELOR IS ALREADY NOTIFIED	SCREEN : OUTLOOK MEETING PLANNING'	ORION BEHIND LAPTOP PLANNING MEETING WITH PATRICK
3	COFFEE WITH PATRICK DISCUSSING PERFORMANCE AND AMBITIONS (SEE LAPTOP NOT SCREEN)	-	ORION AND PATRICK MEETING DISCUSSING OVER LAPTOP AND PAPERS

<b>STEP</b>	<b>SCENE</b>	<b>SCREEN NEEDED</b>	<b>PEOPLE</b>
4	STILL WITH PATRICK, PATRICK POINTING AT SCREEN WHO TO TALK TO AND WHICH TEAM TO MENTOR	SCREEN: OVERVIEW TEAMS ON PORTFOLIO APP	ORION ANT PATRICK USING SCREEN TO POINT TOWARDS PEOPLE TO TALK TO AND PROJECT TO JOIN
5	MENTORSHIP EXAMPLE : SPENDING 50% OF TIME ON THIS, WALKING AROUND OR STANDING NEXT TO TEAM SHARING HIS KNOWLEDGE	-	ORION STANDING NEXT TO SOME PEOPLE OR SITTING NEXT TO THEM HELPING
6	RANDOM INITIATIVE LEAD (ROBIN?) IS LOOKING FOR CUSTOMER LEAD AND FINDS ORION ON PLATFORM	PLATFORM SCREEN OVERVIEW ORION	RANDOM GUY / INITIATIVE LEAD LOOKING AT LAPTOP SCREEN

<b>STEP</b>	<b>SCENE</b>	<b>SCREEN NEEDED</b>	<b>PEOPLE</b>
7	INITIATIVE LEAD & ORION HAVE COFFEE MEETING TO TALK ABOUT POSSIBILITY: HIT IT OF	-	INITIATIVE LEAD ALONG WITH ORION DISCUSSING POSSIBILITY
8	ORION USES LAPTOP TO JOIN NEW INNOVATION PROJECT	PORTFOLIO APP OPEN ON PROJECT PAGE	ORION WITH LAPTOP
9	ORION IS HAPPY ; IN A NEW PROJECT :)	-	ORION SMILING :)

**- THE END -**



### **Master thesis**

Strategic Product Design  
Industrial Design Engineering  
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