

# *Innovation for a changing world*

How innovation can help organisations prepare for unpredictable futures and transform for a more sustainable world.

► *What got us  
here won't  
take us there.*

*How to thrive  
in an age of  
uncertainty*

The 2022 Collins Dictionary's Word of the Year is "Permacrisis". We are witnessing an age of permanent and increasing instability. This change demands innovation to generate new models and propositions for a new world. But how do we innovate and know where to go when our world is less linear, stable or and predictable?

Our current model for innovation is based on a outdated industrial logic and isn't suited to cope with 21st century challenges. We need to reinvent the way we innovate, in order to stay relevant in a future that is fluid, emergent and erratic. In other words ***what got us here won't take us there.***

We believe we can help. By fusing foresight, design and systems thinking we created an approach to understand changing systems, create scenarios for the future, spot opportunities and design a portfolio of innovations that is robust, resilient and relevant for a multitude of futures.



# The innovation challenge

## **Our context has changed**

We are innovating in a world that is changing fast and unpredictably. Therefore we need to be able to respond to multiple potential futures more effectively.

## **How we innovate has changed**

Contemporary challenges can't be solved alone. And research shows that good ideas come from bringing the outside in. Therefore we need to learn how to innovate together with others.

## **What we innovate has changed**

Our economies have moved from products to services. To innovate in services we need to redefine old industrial innovation processes to account for the intangible nature of services.

## **Why we innovate has changed**

We are faced with challenges like climate change. These demand action. Innovation is needed to truly make an impact.

# *Our vision: Creating a continuous innovation cycle*

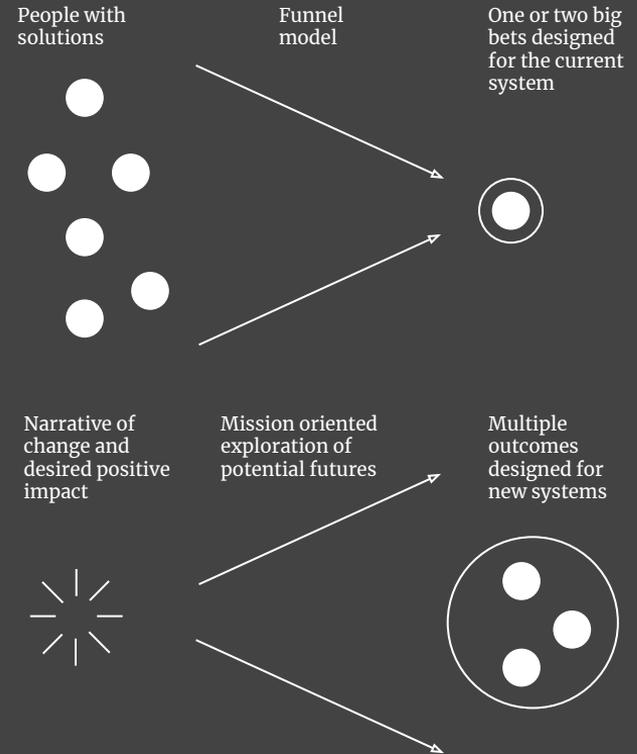


A different world demands a different innovation approach. We need to step away from an individual project led approach to keeping innovation ever present in a continuous cycle where innovation efforts explore different routes to tackle a central innovation mission.

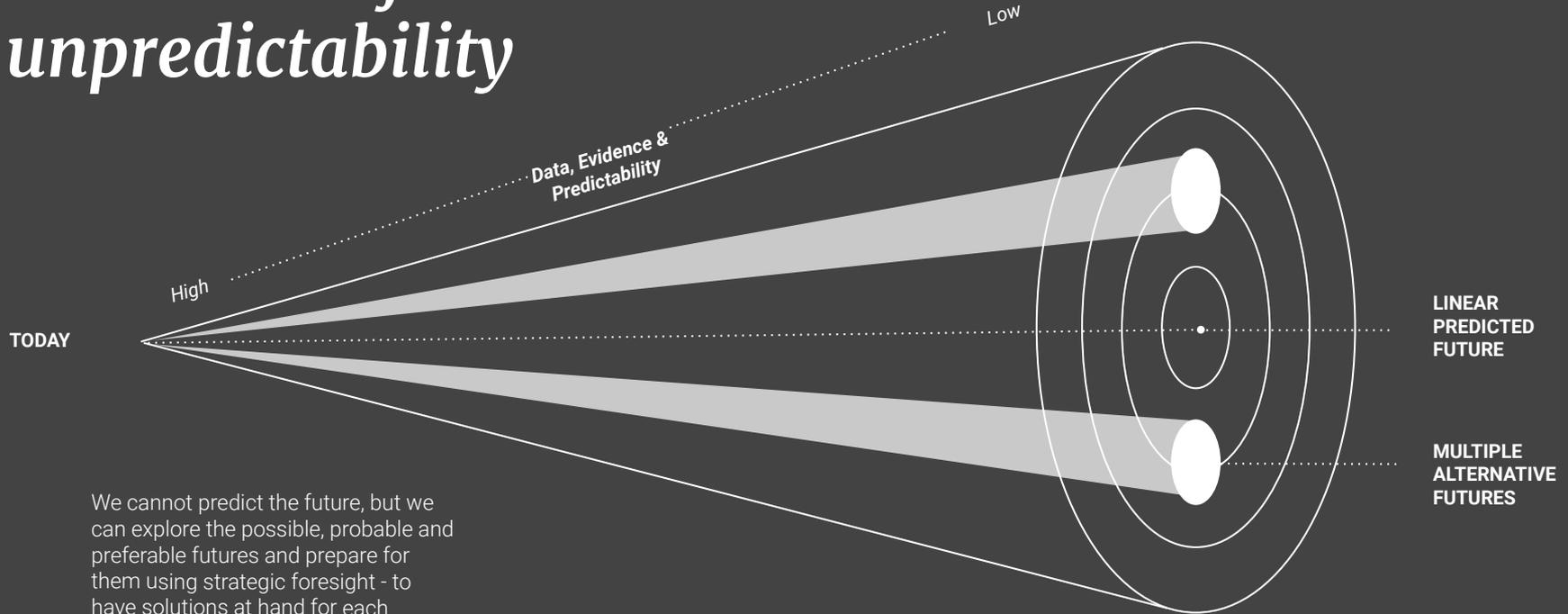
# Start from a mission and flip the innovation funnel model

We believe innovation is about more than just gaining market share. We want to create innovations that make a positive impact on the planet. Therefore we see continuous innovation organised around a central challenge or mission.

The central mission flips the innovation paradigm from a funnel of solutions to a mission inspiring change.



# ► *Explore multiple futures to innovate for unpredictability*



We cannot predict the future, but we can explore the possible, probable and preferable futures and prepare for them using strategic foresight - to have solutions at hand for each scenario that might emerge.

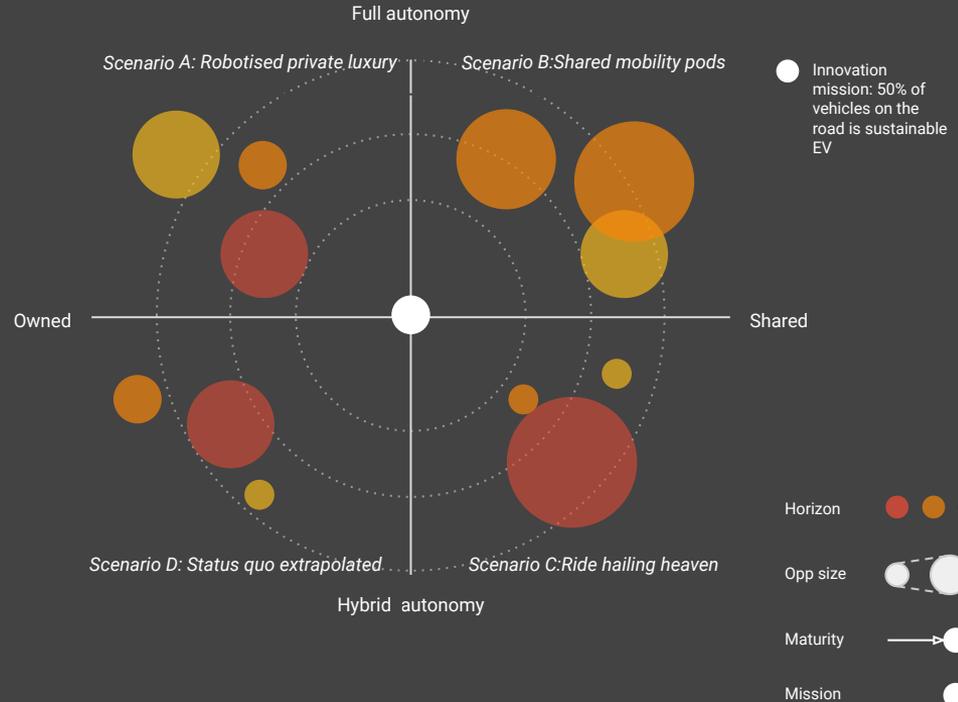
# Build a portfolio of potential futures

Isolated innovation approaches cannot tackle our current complex cross-silo challenges. Therefore innovation should be connected around one central mission to support directed action across teams or even organisations towards achieving an ambitious goal.

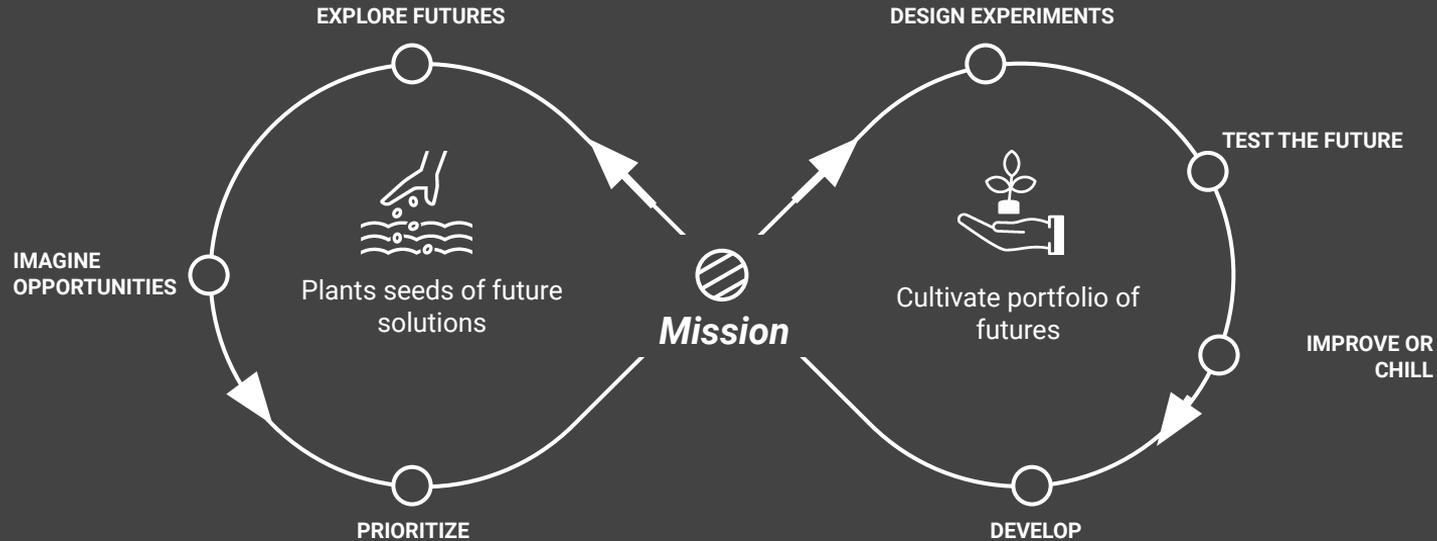
Combined with multiple future scenarios, the mission acts as a north star to guide different innovation efforts linked to different futures, that all come together to solve the central challenge.

For instance in automotive there can be multiple scenarios for the future of mobility that will most probably co-exist to some degree. For each of these pockets of the future we can think of innovations that drive towards the mission and create a robust innovation portfolio

## Sustainable future of automotive



# Experiment to test emerging futures



Design helps us to explore the futures, it makes them tangible and turns them into testable experiments. By building a portfolio of experiments with minimum viable future products/services you can check which future states are emerging and accelerate the right solutions.

# Our approach



## Define a mission

Set a mobilising challenge or ambition for your innovation effort. This provides lens to shape your role in potential future scenarios and mobilise your innovation stakeholders.



## Understand the system

Understanding the context of how the system has formed to see the dynamics and potential for change.



## Explore plausible futures

Using our understanding of past & present we can shift to the potential plausible futures we can project.



## Create a future solutions portfolio

Define opportunity spaces that help your business evolve. Create a portfolio of future solutions connected to different scenarios to ensure you are prepared for a multitude of futures.



## Experiment and learn

Backcast to minimum viable futures to experiment and test market readiness. Enable collective learning between different innovation efforts by looking at shared capabilities and enablers



## Accelerate or chill

Understand which futures are emerging through prototyping & testing and accelerate the solutions that gain traction



# Our ask

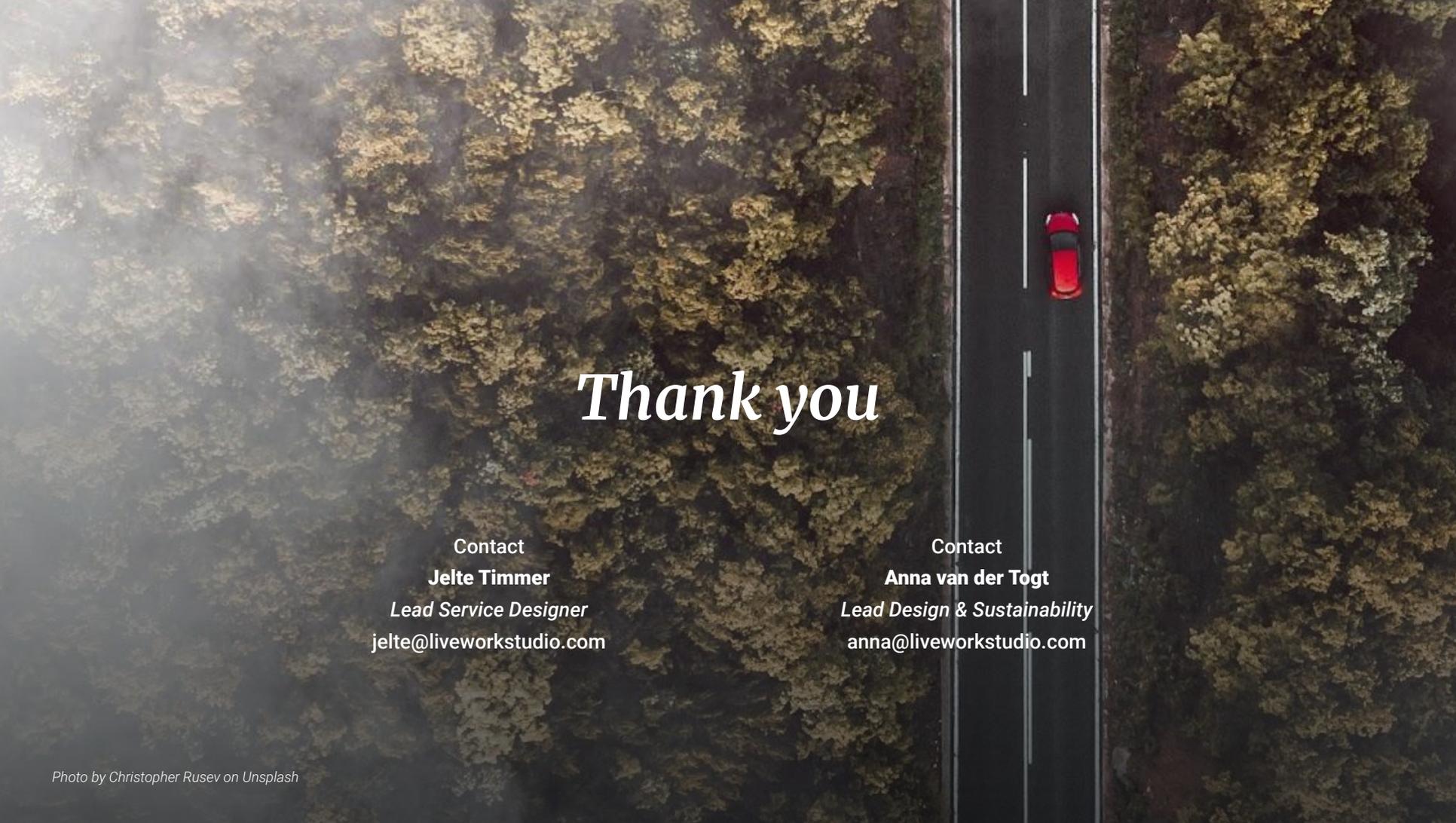
**This is an invitation to share our desire to make change happen in response to the climate crisis. We think our crisis is also a crisis of imagination. We need to imagine and create new perspectives on the future that mobilise change and enable us to prepare for a changing world. We would like to work with you to further explore and engage how we can make change happen together.**

Over the years we've built up a lot of experience in understanding people, organisations and systems to spot the signals of change. We can help to create a perspective on possible futures as well as designing the potential services will be needed in them.

We're looking for partners who share our desire to make a positive change and who would be interested to work with us. Please get in touch.



Photo by Daniel Funes Fuentes on Unsplash

An aerial photograph of a two-lane asphalt road winding through a dense forest. The trees have a mix of green and yellowish-brown foliage, suggesting an autumn setting. A red car is driving away from the viewer on the right side of the road. The road has white dashed lines in the center and solid lines on the edges.

# Thank you

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