

### FORTH Project Details

Sector: Construction

User: FILIGRAN (5th generation family business)

Country: Germany

Year: 2018

Online  Offline

Facilitator(s): Jan Uwe Lammert



**FILIGRAN**<sup>®</sup>

### Innovation Assignment:

The goal was to pre-empt and mitigate latent industry disruption and ideate feasible innovations, which could be new products, processes and business models. A core team of 8 people was to develop 4 business cases in a full 16 week FORTH expedition.

### Highlights of the process:

From 3 trend mind-maps, we identified 44 potential innovation directions. Having chosen 8 innovation directions, we formulated 42 customer frictions. 5 brainstorming exercises produced 534 ideas, which we grouped into 24 idea directions, from which we derived and prioritised 12 concepts, undergoing testing internally as well as externally. Of the final 4 established mini new business cases, 3 were approved by the board for further analysis and eventual implementation.

### Main results:

The business cases we produced in the ideation stage, were related to product extensions, process improvements and business model alignment, to changing industry conditions. Besides these tangible results, the FORTH innovation project rewarded significant intangible effects. This was due to the intensive collaboration of 14 (extended) team members with very diverse backgrounds, from areas such as from shop-floor, engineering, sales and admin to managing partners; male and female; young and seasoned. The inclusion of white- and blue-collar team members throughout the entire project avoided any "not-invented-here syndrome". The FORTH innovation expedition successfully laid the base for a culture of innovation in the organisation.

