



Let's innovate the  
expedition way!

40  
FORTH

INNOVATION  
CASES

# Introduction

The FORTH innovation methodology has spread all over the world since the publication of the book 'The Innovation Expedition' in 2013. It has proven to kickstart innovation at organisations in many sectors on every continent of the world. In this pdf you find 40 successful implementations of FORTH in 15 countries, each facilitated by one or more certified (Master) FORTH facilitators.

In 2020 we took, inspired by the COVID lockdowns, the FORTH innovation methodology also 100% online with tools like Trello, Miro in combination with Zoom and Webex. The online – or hybrid cases of Philip Morris International, Pulse, The Ministry of Security and Justice, NEC and Bruil prove that FORTH also delivers great results while working 100% remote.

I like to thank all the leadership teams and FORTH innovation teams who had the trust in the methodology to start their innovation expeditions. Furthermore, I give a big applause to all FORTHers for their wonderful projects and insightful case descriptions.

I'll hope these cases inspire you to innovate the expedition way too,

**Gijs van Wulfen**

Founder FORTH innovation method



→ contact: [gijs@forth-innovation.com](mailto:gijs@forth-innovation.com)

PS: When you want more information on a specific case, please contact the FORTH facilitator involved directly. You can find their contact details on our FORTH website under facilitators at [www.forth-innovation.com](http://www.forth-innovation.com).

# Contents

## ► Introduction

## ► The FORTH innovation method

## ▼ 40 FORTH innovation cases

- 1 2020 – CONSUMER GOODS – **Philip Morris International** – Switzerland
- 2 2020 – CONSTRUCTION – **BRUIL** – The Netherlands
- 3 2020 – GOVERNMENT – **Ministry of Security and Justice** – The Netherlands
- 4 2020 – HEALTHCARE – **MEE de Meentgroep** – The Netherlands
- 5 2020 – HIGHER EDUCATION – **Hanzehogeschool** – The Netherlands
- 6 2020 – ICT – **NEC – Workplace** – Japan
- 7 2020 – ICT – **NEC – System Division** – Japan
- 8 2020 – ICT – **PULSE Business Solutions** – The Netherlands
- 9 2020 – START-UPS – **Incipio Ventures** – Mexico
- 10 2019 – BTB SERVICES – **Patent Security Group** – Hungary
- 11 2019 – CONSTRUCTION – **Struyk Verwo Infra** – The Netherlands
- 12 2019 – ENERGY – **EDISON** – Italy
- 13 2019 – HIGHER EDUCATION – **Miskolc University** – Hungary
- 14 2019 – ICT – **NEC – Circular** – Japan
- 15 2019 – ICT – **NEC – Community Division** – Japan
- 16 2019 – ICT – **NEC – Logistics** – Japan
- 17 2019 – INDUSTRY – **CMIC** – Japan
- 18 2019 – INDUSTRY – **HUNTSMAN – Elastomers** – China
- 19 2019 – INDUSTRY – **HUNTSMAN – Polyurethanes** – Belgium
- 20 2018 – BTB SERVICES – **RealPay** – South Africa
- 21 2018 – CONSTRUCTION – **Filigran** – Germany
- 22 2018 – HIGHER EDUCATION – **University of Oxford** – United Kingdom
- 23 2018 – INDUSTRY – **SIGNIFY** – Belgium
- 24 2018 – TELECOMMUNICATIONS – **European Market Leader** – France
- 25 2018 – TELECOMMUNICATIONS – **Market Leader** – Romania
- 26 2017 – INDUSTRY – **HUNTSMAN – Elastomers** – Belgium
- 27 2017 – HEALTHCARE – **Alfred Health** – Australia
- 28 2017 – NGO – **Fire Department Noord-Limburg** – The Netherlands
- 29 2016 – HEALTHCARE – **Taiseikai** – Japan
- 30 2016 – HEALTHCARE – **Zilveren Kruis & Diabetes Association** – The Netherlands
- 31 2016 – INDUSTRY – **Life & Mobility** – The Netherlands
- 32 2015 – NGO – **UNHCR** – Uganda
- 33 2014 – BTB SERVICES – **THE CITY BIN COMPANY** – Ireland
- 34 2014 – CONSTRUCTION – **BRUIL** – The Netherlands
- 35 2013 – BTC SERVICES – **Europ Assistance** – Belgium
- 36 2013 – HEALTHCARE – **GGD West Brabant & Amphia** – The Netherlands
- 37 2013 – HEALTHCARE – **GGD West Brabant & De Nieuwe Veste** – The Netherlands
- 38 2013 – INDUSTRY – **ESKA** – The Netherlands
- 39 2011 – HEALTHCARE – **GGD Noord-Limburg** – The Netherlands
- 40 2011 – HEALTHCARE – **GGD West Brabant** – The Netherlands

# The FORTH Innovation Method

FORTH is a proven innovation methodology to jumpstart innovation at the front end. It is used to ideate new products, services, processes and business models. Based on a structured roadmap, appealing new concepts are developed, worked out and last but not least - also accepted by all involved in five steps.

FORTH is an acronym and stands for Full steam ahead, Observe and Learn, Raise ideas, Test ideas and Homecoming. The methodology was developed and described by Gijs van Wulfen in 2005. Since then FORTH has spread all over the world, with 230 certified innovation facilitators in The Netherlands, Belgium, Bulgaria, Canada, China, Colombia, Germany, UK, Denmark, Hungary, Italy, Ireland, Lithuania, Norway, Sweden, Turkey, Spain, Slovakia, Switzerland, Romania, Kenya, Sudan, Brazil, Mexico, Japan, Australia, Austria, Azerbaijan, Poland, Malaysia, and Indonesia.

The strength of the methodology is three-fold. First of all, it is a structured innovation expedition of 15 live workshops or 25 shorter online workshops in around 15 weeks. The step-by-step journey builds

confidence and creates discipline among the team. Second of all, all new concepts generated are connected to a relevant customer need or challenge, which was discovered in 'Observe & Learn'. Last, but not least, all relevant decision-makers are joining the innovation journey not as a steering committee member but as a real participant which has a very positive influence on both the quality as the acceptance of all new business cases developed.

The most important asset of the method is its satisfied users, which you will read in the following 40 cases! More than 100 organisations use the methodology to their satisfaction, in industry, service sectors, construction, energy, healthcare, telecommunications, higher education, non-profit and government. Scientific research proved that organizations using FORTH **double their innovation effectiveness** compared to a regular stage-gate innovation process. And above all, you're creating a culture for innovation too.

Let's innovate the expedition way!

More info: [www.forth-innovation.com](http://www.forth-innovation.com)



**FORTH**  
INNOVATION METHOD

# 40

## Innovation Cases



### FORTH Project Details

Sector: Consumer Goods

User: Philip Morris International

Country: Switzerland

Year: 2020

Online ☒

Offline ☐

Facilitator(s): Florian Hameister & Gijs van Wulfen



PHILIP MORRIS  
INTERNATIONAL

### Innovation Assignment:

Philip Morris has a goal to make their product portfolio smoke free in the next five years. The purpose of this FORTH innovation journey was to restart and boost a long unsuccessful R&D project with revolutionary new techniques and concepts.

### Highlights of the process:

We started with 12 core and 5 extended team members in this 100% ONLINE FORTH expedition. In the Observe and Learn phase, the core team explored 12 innovation opportunities and uncovered 51 customer frictions. Using the online collaboration platform Miro, the team raised 1314 ideas and developed 15 new concepts. Ultimately they delivered 6 mini new business cases based on revolutionary new techniques.

### Main results:

The vice president product research and consumable development, Luca Rossi was delighted with the outcomes of the FORTH journey. Based on an evaluation of the results, the project was scored 9 out of 10. Based on these outcomes, three new R&D projects will enter the innovation funnel in January 2021. The worldwide distributed team, having not worked together before the project, evolved into a cohesive team, of highly engaged and fully committed people with an open mindset and wide understanding of the consumers.



### FORTH Project Details

Sector: Construction

User: Bruil

Country: The Netherlands

Year: 2020

Online ☒

Offline ☐

Facilitator(s): Theo Voogd, August Eckhardt



### Innovation Assignment:

Due to the changing demands of the market, such as building materials with the lowest carbon foot print and the emerging digital fabrication in the industry, Bruil aims to develop new products and services, which can represent great leaps and bounds in achieving its ambitious mission, 'Smart products, using less raw material'.

### Highlights of the process:

With a core team of 10 people and an extended team of 4 top managers and shareholders, Bruil discovered 93 customer frictions among clients, by online interviewing. We generated 1211 ideas and developed 12 new concept statements. We tested the concepts online by 88 clients and gained 160 reviews, using MS forms and PowerBi for analysing the outcomes. Finally, we developed 5 mini new business cases, of which 3 are quick wins and 2 are revolutionary to the world.

### Main results:

The result of this second, and just finished, FORTH journey of Bruil is a clear choice on which 3 business cases we will focus, to achieve our ambitious mission in 2025 and beyond. As a producer of construction materials, we will develop new products and services, which we assessed not long ago as unfeasible. These business cases will contribute significantly to our 2025 mission in terms of digitalisation, a reduction of at least 50% of our raw material and the lowest carbon foot print possible.

Thanks to the online FORTH journey, we were able to continue our ambitious program without delay during the COVID period.



**FORTH Project Details**Sector: GovernmentUser: Ministry of Security and JusticeCountry: The NetherlandsYear: 2020-2021Online ☒ Offline ☐Facilitator(s): Eveline van Eck**Innovation Assignment:**

This innovation expedition was aiming to design new tailor-made solutions for young people in the judicial system. The program wanted to renew the treatment, training and guidance offered and security and vary more. We are looking for new ways to reduce recidivism.

**Highlights of the process:**

The online innovation expedition started with ten core team and eight extended team members from the department of judicial institutions and chain partners. We explored eight Innovation opportunities and discovered many needs and frictions among the target groups 'Young People' and 'Professionals' in the judicial system. We ideated more than 1000 ideas and created 15 concepts. At this moment (December 2020) we are in the middle of the process of concept testing.

**Main results:**

The innovation process will result in April 2021, with four new business cases: innovative and future-proof proposals for more customization in treatment, security and aftercare for young people in the judicial system. For more information [Nieuwsbrief VOM - 20 oktober 2020 Pdf document | 2070 kB | 23-10-2020 \(dji.nl\)](#) (in Dutch).





### FORTH Project Details

Sector: Healthcare

User: MEE De Meentgroep

Country: The Netherlands

Year: 2020

Online ☐ Offline ☒

Facilitator(s): Geert Schols

The logo for MEE, consisting of the letters 'MEE' in white on an orange rectangular background.

### Innovation Assignment:

MEE stands for a society in which everyone can participate as independently as possible, including people with disabilities. In 2020 the organization established 5 new strategic lines and made 5 promises to their clients. These strategic choices should make MEE future-proof.

### Highlights of the process:

The 12 members on our innovation expedition started by exploring 7 innovation opportunities. We discovered 42 customer frictions among our target groups of clients, experts, employees and stakeholders. We generated 612 ideas and reduced them to 12 concepts. We translated 3 revolutionary and 2 evolutionary concepts into business cases and presented them on December 12, 2020

### Main results:

The FORTH expedition has brought innovation to the organization in a completely new way and had a positive impact on employees and the organization. All 5 Business Cases have been embraced by the management team and will be developed and implemented in 2021/2022. Of these, 2 concepts are far-reaching improvements of the current service, and 3 revolutionary concepts will be an absolute asset to the products and services portfolio.



### FORTH Project Details

Sector: Higher Education

User: Hanzehogeschool Groningen

Country: The Netherlands

Year: 2020

Online ☐

Offline ☒

Facilitator(s): Doreen van Wieren & students Minor Consumer Behavior



### Innovation Assignment:

The regional cooperative, Westerkwartier (the client) is an enterprise that acts as a driver for social and economic innovation. They have plans to build a 'Food Factory' to create a sustainable regional food chain.

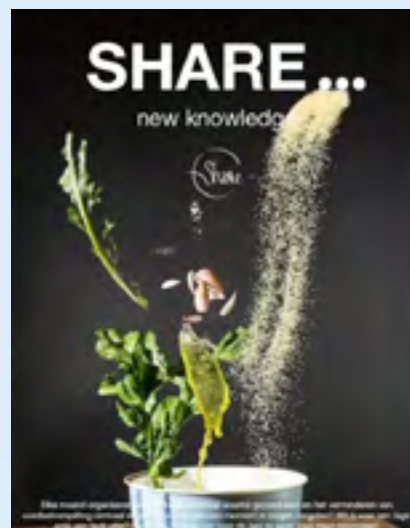
### Highlights of the process:

Students of the Hanzehogeschool, a University for applied sciences, had to develop consumer experience concepts which also meet criteria of food themes. Several groups of multidisciplinary students worked together with the client and their lecturers (design, marketing and psychology) on this assignment for two target-groups: families and foodies. They explored a lot of diverse opportunities, trends and technologies, discovered customer insights and frictions, and ideated over 3200 ideas.

### Main results:

Students presented their outcomes for an audience of interested guests. An enormous variety of distinct well-designed concepts, with technological aspects such as Virtual Reality, 3D food printing and smartphone applications were presented. They also presented personalized meal boxes, a pop-up food film festival, workshops by master-chefs, a regional food brand and playful educational aspects to teach children more about food.

Many concepts were in line with the sustainable development goals, aimed to use and produce food more responsible, stimulate climate actions and well-being. As the future food factory is still in development, the concepts are ready to be realized when the time is right. The client became very interested in the FORTH methodology, additionally, students learned how to get to consumer-centred innovation through the effective FORTH methodology in practice, so they can make a meaningful impact.



## FORTH Project Details

Sector: ICT

User: NEC Trading and Service Industries Solutions Divisions

Country: Japan

Year: 2020

Online ☒

Offline ☐

Facilitator(s): Yuya Nishimura & Hirokazu Yamada



## Innovation Assignment:

By lifting the constraints, both real and cyber, that hinder the safety and convenience of workers, NEC will create a safe and comfortable workplace. This will allow everyone to gather whenever they want to, without being constrained by time or place, to create a diverse network of knowledge and work practices.

## Highlights of the process:

Under the COVID-19 situation in Japan, we had to change our plan for a live FORTH to a 100% online FORTH innovation project, with the project starting in April 2020. As the online FORTH process did not exist in May, it was a very difficult decision to start the project as scheduled, but we decided to continue. We operated the online FORTH in a continuous learning cycle. It was a very difficult expedition, however, we generated hundreds of ideas and many good concepts in the same manner as a live FORTH.

## Main results:

We created 4 new business cases with an integrated vision based around the Innovation assignment. We rapidly and successfully launched 2 cases into the market in less than 6 months. The head of the division placed one of them as the next core focus of the department. This concept named "Smart Engagement Service" engages vacant hotel rooms and office workers in a safe and flexible work environment. Moreover, as a result of the project, the FORTH innovation method has been adopted into their business development methods.





### FORTH Project Details

Sector: ICT

User: NEC Corporation, System Devices Division

Country: Japan

Year: 2020

Online ☒ Offline ☒

Facilitator(s): Yuya Nishimura, Hirokazu Yamada



### Innovation Assignment:

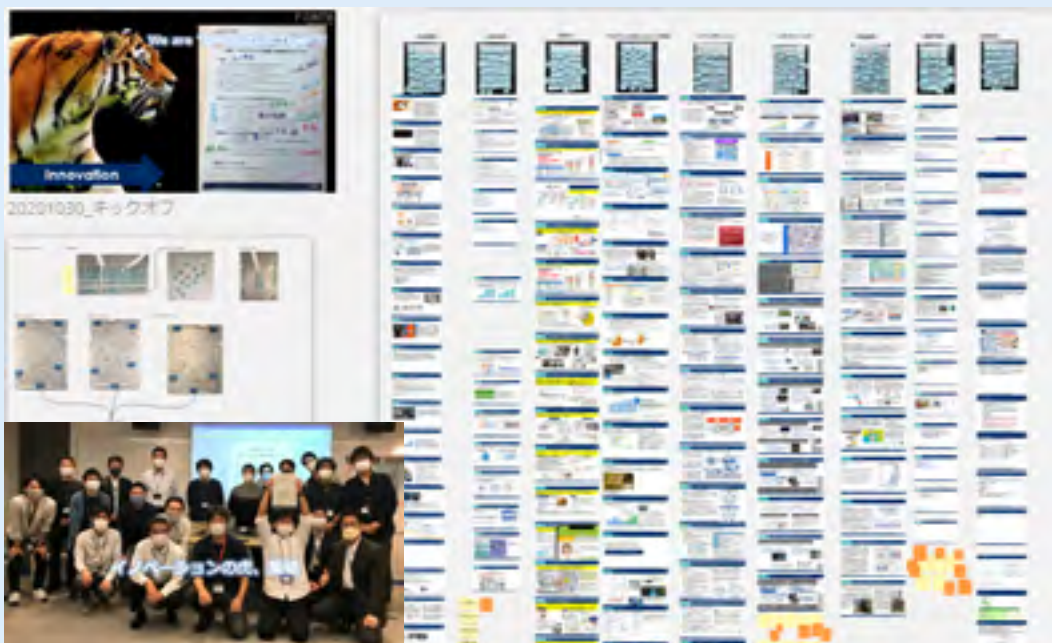
NEC is undertaking a big transitional project with the need to get closer to customers, intending to create new and exciting business. Our team members will be key stakeholders to innovate our division and business.

### Highlights of the process:

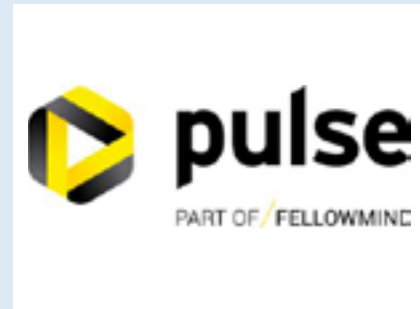
This is the first hybrid FORTH project for NEC. The mix of online and live workshops included Full steam ahead, Raise ideas with Observe and learn and Test ideas taking place in asynchronous forms. We understand that online FORTH projects are very effective, that's why we gave extra consideration for the team to energize in the process. This allowed the team atmosphere to diplomatic and goal focused.

### Main results:

As of November 2020, we are in the phase of Observe and learn. The Homecoming of the Innovation journey is scheduled for March 2021 which will provide 3-5 mini new business cases by team "Innovation Tiger".





**FORTH Project Details**Sector: ICTUser: Pulse Business SolutionsCountry: The NetherlandsYear: 2020Online ☒ Offline ☒Facilitator(s): August Eckhardt**Innovation Assignment:**

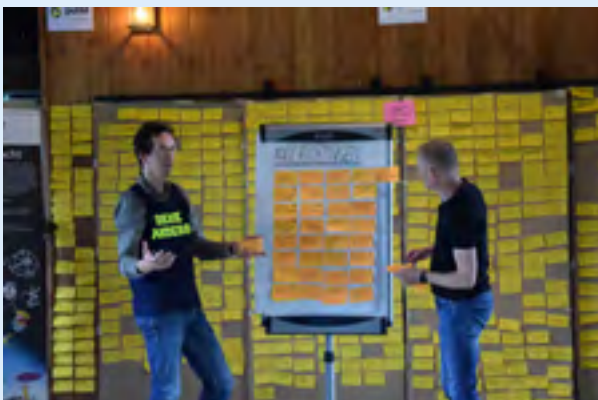
Using software based on the Microsoft Dynamics 365 platform, Pulse has built a strong reputation for future-proofing production, trading and service companies, by optimising and supporting their business processes. Pulse was looking for new software products and services for their production, service and trading clients.

**Highlights of the process:**

A motivated core team of 10 people was ready to start, just when the COVID-19 crisis took place. Pulse decided to be the first organisation to start FORTH 100% online. We used Teams and Miro for communication and brainstorming. After 6 weeks, we had our first off-line workshop, which enriches the process and team spirit. The 2-day brainstorm was also off-line, where 752 ideas were generated. The 10 concepts were tested at 28 clients each and results analysed by MS PowerBi.

**Main results:**

The result of this hybrid (online/offline) innovation expedition were that 5 out of 5 Mini New Business Cases were selected. There was a good mix of concepts, including close-by (Exist), more challenging (Extend) and revolutionary (Explore). The new concepts address the challenges of Smart Industry and integrate innovative technologies like Machine Learning and AI.



**FORTH Project Details**Sector: Start-upsUser: Incipio VenturesCountry: MéxicoYear: 2020Online ☒Offline ☒Facilitator(s): José Luis de Alba, Martha Flores, Rubén Vargas**Innovation Assignment:**

The companies belonging to INCIPO, a Venture Builder, needed to develop their commercial offer. That is why we developed evolutionary and revolutionary products, services and solutions. This attracted businesses and individuals who required services from any of these companies with focus on Mexico, Colombia, Canada and Spain.

**Highlights of the process:**

Our in-person project kick-off meeting was held in February 2020 with around 20 people. This entailed cross-functional teams from different companies, who also were part of the Full Steam Ahead and the Observe & Learn workshops. Due to Covid-19, we continued our FORTH journey 100% online. We generated 1,155 ideas on the island of Raise Ideas.

**Main results:**

We finished the FORTH expedition with 5 Mini New Business Cases and a development plan for each case. The cases were: 1. Customer satisfaction & loyalty, 2. Legal/online, 3. Social media & digital strategy, 4. Customer success stories and 5. Relationship management.



**FORTH Project Details**Sector: BtB Services (Security)User: Patent Security GroupCountry: HungaryYear: 2019Online ☐Offline ☒Facilitator(s): Katalin Lévai, Márta Marosfai (Human Telex Consulting)**Innovation Assignment:**

The company decided to develop products, services and processes that contribute to the Patent Group becoming a “market maker”. This meant the development of existing services and the product development based on them, the search for and adaptation of new solutions for the Hungarian market, and digital development.

**Highlights of the process:**

The project team worked with 10 core team members and 6 extended team members. 4 University team members also supported the process, from Széchenyi University. 9 innovation opportunities were explored, and customer frictions were investigated in two focus groups. Initially 321 ideas were generated, and out of them 8 concepts were derived. Finally 4 mini business cases were developed.

**Main results:**

Our top management voted to implement all 4 mini-business cases, also naming responsibilities and deadlines. A main concept has been nearly completed. This involved an important number of the ideas developed, such as transparent operation, access to all relevant data and docs for all external and internal customers, on-line procedures and payment. As of December 2020, ‘test operation’ is on. In addition, a long-term innovation team has been formed. The projects had a strong impact on team-building and collaborative development. Top management discovered the hidden human and innovation potential in the organization.





### FORTH Project Details

Sector: Construction

User: Struyk Verwo Infra (a CRH company)

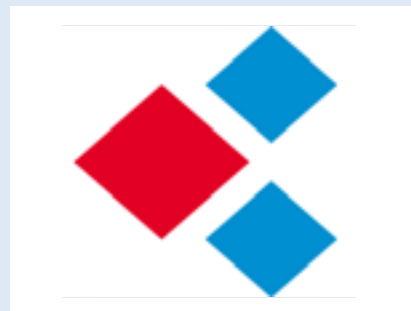
Country: The Netherlands

Year: 2019

Online ☐

Offline ☒

Facilitator(s): Mathijs Niehaus & Gijs van Wulfen



### Innovation Assignment:

Struyk Verwo Infra, a CRH company, is the market leader in the Netherlands on “concrete solutions for the public space”. The assignment was: “We want to maintain our role as market leader and want to grow our company. That’s why we are looking to surprise our clients with 5 breakthrough concepts for the outdoor space.”

### Highlights of the process:

We had all our directors involved in the extended innovation team. The logistic director even acted as Project Lead and we managed to get our dream core team. We had extensive contact with our target groups in the *Observe & Learn* and *Reflection* phases. We had inspiring *Observe & Learn* workshops to bring the team out of their comfort zone. We generated 1,076 ideas and 16 new concepts. And we challenged each other to show guts at the homecoming phase and not to go for the safe way - because we wanted surprising breakthrough concepts.

### Main results:

The FORTH process delivered 5 mini new business cases from which 4 were selected for implementation. Being in real contact with the target group was very valuable. During the homecoming phase this contact even led to the start of a pilot project.





### FORTH Project Details

Sector: Energy

User: Edison SpA (EDF Group)

Country: Italy

Year: 2019

Online ☐ Offline ☒

Facilitator(s): Maria Vittoria Colucci, Anna Forciniti, Laura Rossi (Evidentia )



### Innovation Assignment:

In 2019 Edison launched the program CUP2020 with a twofold objective: firstly, to improve effectiveness by integrating planning & control coordination between business units to meet market challenges. Secondly, to identify solutions to improve future performance, developing a proactive and problem-solving culture.

### Highlights of the process:

The expedition started with the innovation focus workshop, with the kick-off team meeting taking place two weeks later. The kickoff included 9 Core team members, with 5 from the planning & control unit, 4 from different business units – and 15 extended team members along with the CFO. Explored 10 Innovation opportunities and investigated 40 customer frictions from Internal clients during 6 focus groups sessions. We raised 604 ideas, which were transformed into 12 Concepts and developed into 4 mini new business cases. The process lasted 16 weeks.

### Main results:

The business cases that were developed: 1. A new service from P&C to the BU, with a set of ad hoc analysis to be delivered. 2. A new and agile medium-term planning process 3. A new role for controllers and 4. An organizational process review to improve efficiency. All 4 business cases are being implemented: 1. A pilot project with the commercial division was launched to carry out analysis to support strategic decisions. 2. The Agile MTP has been launched. 3. Controllers are becoming a Focal Point that actively contributes to the achievement of objectives. CUP 2020 has entered a broader framework including the risk management department and has launched a large project with a finance lean organization. In Oct 2019, CUP 2020 was presented at the EDF international convention in Paris, being promoted as the best practice to achieve the business partnership objectives.



**FORTH Project Details**Sector: Higher educationUser: Miskolc UniversityCountry: HungaryYear: 2019Online ☐Offline ☒Facilitator(s): Katalin Lévai and Ákos Zala (Human Telex Consulting)**Innovation Assignment:**

The faculty of mechanical engineering and informatics of the Miskolc university has long traditions but, was not fully engaged with servicing its fast-changing industrial client base and was not seen as a leader. A more agile faculty, with a nation-wide and international scope, was in demand.

**Highlights of the process:**

The process followed was the best-in-class method of the FORTH, with a very active group of 14 members. The inspiration came from all corners and segments of the world, including South Africa and the US. Innovation concepts were all thoroughly tested with local business partners and other stakeholders. The final presentation of new business cases was hailed not only by the University Board but also by the Innovation Ministry of Hungary.

**Main results:**

The project produced 6 mini business cases. A year later (when this reference is written) some results were clearly showing, with the faculty completely revolutionising the way it handles its industrial relationships.

A competence centre in the field of explosion safety technology has been established, a new specialised industrial laboratory was born.

Foreign students applications to faculty doubled, and revenue from industrial R&D increased 2.5 times, and the innovative spirit increased.





**FORTH Project Details**Sector: ICTUser: NEC Corporate Business Incubation DivisionCountry: JapanYear: 2019Online ☐Offline ☒Facilitator(s): Yuya Nishimura, Yusuke "Jackie" Shinozaki**NEC****Innovation Assignment:**

We, NEC, aim to be a leading company in the Circular Economy by 2030, creating new digital services regardless of national borders, in order to realize a brighter, more hopeful life and society, and to lead to a sustainable future.

**Highlights of the process:**

We conducted a focus-group interview with the internal owners of this challenge at the start of our FORTH project. For our logistics project this established the making of an innovation assignment. And it built our team capability for efficient innovation. It also works very well for the FORTH project team.

**Main results:**

The FORTH team advocated a new vision and some new concepts about circular economy as the result of our project. We suggest NEC needs to expand into some bio-business with our ICT technology asset. A new established organization, "Futurecasting Market Intelligence Division" has now defined the Circular Economy as one of their key pillars from 2020. Some FORTH project members are assigned to this new mission in that new organization and participating actively in the field.



**NEC**

**NEC**

Country: JAPAN

Year: 2019

Online ☐ Offline ☒

Facilitator(s): Kenji Nagakura, N. Nishio, N. Kurono, T. Chiu

The Community Solutions Division seeks convenience and happiness not only for the municipality but also for the residents living there. Based on the above basic principles, we were divided into 4 teams, each creating 2 to 3 Mini new business cases.

4 teams started the process, with 4 to 6 people in each team. The theme for each category was "Culture," "Family," "Sightseeing," and "Business,". These are different from the traditional work areas at NEC, and with 1 project was facilitated by a Live Master Facilitator and the others facilitated by 3 Novice facilitators, supported by the Live Master Facilitator Kenji Nagakura.

All teams have also been able to return with new business cases successfully. We are still discussing the commercialization of the project on an ongoing basis. We also saw the growth of the novice facilitators by learning from each other. FORTH is one of the standard methods we use within the division to create innovation. Evaluations from participants were: "I had fun, I was able to take care of myself, and I am no longer afraid of failure". Evaluation from executives was: "Participants' skills/mindset improved" (a necessary strength for the future), "positive impact on the existing business", and expansion of the scale of innovation initiatives growing from 25 participants last year, to about 40 participants this year.





## FORTH Project Details

Sector: ICT

User: NEC Transportation and Logistics Solutions Division

Country: Japan

Year: 2019

Online ☐

Offline ☒

Facilitator(s): Yuya Nishimura



## Innovation Assignment:

We at NEC decided to build a brand-new, valuable global ecosystem of logistics. This utilizes our ICT asset for digital forwarding to relieve the current boiling point of the logistics industry.

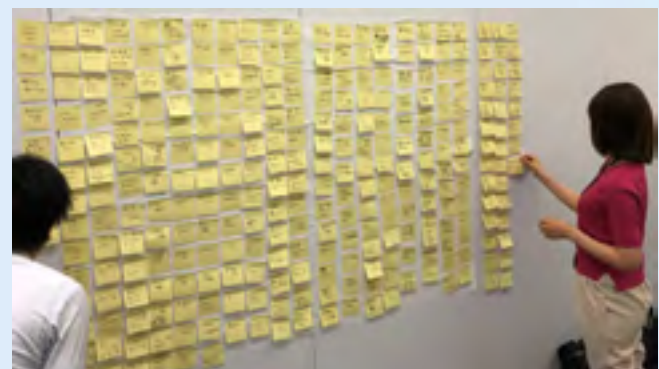
## Highlights of the process:

To strike a good balance of making an innovation assignment expeditious - so many Japanese top managements complain of being busy, busy, busy...! - and to strengthen our core team members' innovation capability, I invented a new way to make an assignment. It is called: "Owner's Focus-group Interview". Using this cultivates an understanding of the owner's will, so our project members make the assignment, based on the interview.

## Main results:

We created 6 mini business cases from fine-tuned concepts. The team collaborated with an external design firm to convene all concepts as a unified vision. It is a very ambitious activity and comes to fruition as "& Trust" pilot of our digital forwarding services.

After "HOMECOMING", the FORTH team disbanded, as planned, passing the work to another team which has organized and inherited the project.



## FORTH Project Details

Sector: Industry (Pharmaceutical)

User: CMIC

Country: Japan

Year: 2019

Online ☐

Offline ☒

Facilitator(s): Takanori Sando, Shin Yamamoto



## Innovation Assignment:

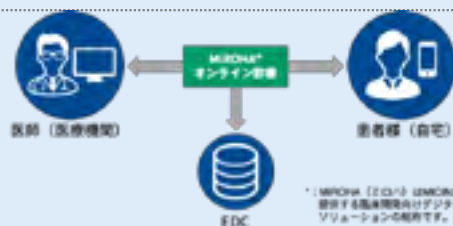
CMIC, Contracted Research Organisation (CRO) for pharmaceutical companies needed to build a digital shift with a new business model. With technology startups, COIL (CMIC Open Innovation Lab) has been established, and the assignment was to build new services for virtual clinical trials in 2020 with 10 core members.

## Highlights of the process:

A kick-off workshop was successfully conducted to focus, check the fit and create conditions with other companies. 30 customer frictions were discovered after visiting medical professionals and 24 value proposition canvases were generated. This resulted in 11 new concepts, tested in an exhibition booth at a clinical development conference, and through further customer visits. We used business model canvasses to select 5 concepts to make into attractive business models.

## Main results:

CMIC senior management approved 2 new concepts for further service development, implementation and launch. These two services are 'live' today: (1): MiROHA, the 1st Japanese system for online clinics and virtual clinical trials (<https://www.cmicgroup.com/news/20200427>). And, (2) A novel product development platform for digital therapeutics (<https://www.cmicgroup.com/news/20201116-2>).



- ※ シミック：オンライン診療システムの当該治験用への調整、業務フォロー
- ※ MICIN：オンライン診療システムの提供

### Digital Therapeutics ビジネスプラットフォーム概要

- ① パートナー企業との連携により多様なニーズに対応するアウツソーシングモデル
- ② 顧客企業間でのマッチングによるシナジー創出支援
- ③ 金融投資家との連携による、資金調達やプロダクトのM&A支援
- ④ データ二次活用による新たな価値創出



**FORTH Project Details**Sector: Chemical IndustryUser: HUNTSMAN ElastomersCountry: APAC regionYear: 2019Online ☒Offline ☒Facilitator(s): Jeffery Zhang, Gijs van Wulfen**HUNTSMAN****Innovation Assignment:**

In 2017, the Elastomers Division of Huntsman successfully implemented FORTH in Europe and decided to replicate the process in APAC in 2019. The goal was to create 4 new business cases for new unique offerings (products, services, brands, business models), targeting present and new customers in all urethane elastomer applications

**Highlights of the process:**

The six months FORTH journey, which was located in Shanghai, was disrupted by the Corona virus outbreak begin 2020. The first three phases were conducted live and the Test Ideas and Homecoming phase were 100% online. The highlight of the process were the 1043 ideas we generated at the two-day ideation workshop in Shanghai with a wonderful group of twenty people consisting of the core team, the sponsors of the leadership team, other Huntsman specialists from 3 continents.

**Main results:**

The core team developed 5 mini new business cases with new offerings for the APAC region, one more than demanded, which were presented in the online end presentation to the global leadership team of the Elastomer Division April 2020. They decided to implement three out of the five business cases. All three projects are staffed, funded and now in the R&D development phase.





### FORTH Project Details

Sector: Industry (Chemical)

User: Huntsman Polyurethanes Division

Country: Belgium

Year: 2019

Online ☐ Offline ☒

Facilitator(s): Sara Pieters



### Innovation Assignment:

Huntsman is a leading global producer of MDI-based polyurethanes focused on formulating innovative, differentiated products for key downstream markets. This includes energy-saving insulation, light-weighting and performance materials for automotive, comfort foam for bedding and furniture, protective coatings, adhesives, and elastomers for footwear. The assignment was to develop 4 new concepts to help accelerate profitable and sustainable growth for the polyurethanes division in Europe.

### Highlights of the process:

The expedition involved 10 core team members and 11 extended team members. We explored 10 innovation opportunities, discovered more than 66 customer needs and - frictions during different customer panels. We ideated in the Raise Ideas phase 1264 ideas, of which 18 new concepts were tested in the market in Test Ideas.

### Main results:

The FORTH expedition resulted in 5 new concepts that were developed into mini new business cases. From there full projects were created and staffed.

Today all innovation projects are active and progressing. With the delivery date approaching, some of the projects show a significant higher size of the price than even anticipated...





**FORTH Project Details**Sector: BtB Services (Financial)User: Real PayCountry: South AfricaYear: 2018Online ☐ Offline ☒Facilitator(s): Coenie Middel & Gijs van Wulfen**Innovation Assignment:**

Utilising our current capabilities, we had to develop 3 robust evolutionary innovations in the short-medium term (1-3 years) with some quick wins converted between 2019 to end 2021. Real Pay's ambition was also to create 2 revolutionary products/services in the medium (2-5 years) term requiring roll-out from 2020 to 2023.

**Highlights of the process:**

The expedition started with seven core team members. The FORTH process assisted us in identifying frictions at our customer level. And the Observe and Learn section helped us identify opportunities outside our current sector. We created 371 ideas, and explored 9 concepts with our customers and industry experts.

**Main results:**

Real Pay delivered 5 new business cases. 2 out of 5 business cases have been launched successfully. We also added 3 different payment methods to our company in 2020. FORTH changed our view to collaborate rather than developing our own solutions. By cultivating innovation, we identified ways to add value to our existing products. Most importantly, it has embedded a culture of innovation into Real Pay as a way of work.



### FORTH Project Details

Sector: Construction

User: FILIGRAN (5th generation family business)

Country: Germany

Year: 2018

Online ☐ Offline ☒

Facilitator(s): Jan Uwe Lammert

**FILIGRAN®**

### Innovation Assignment:

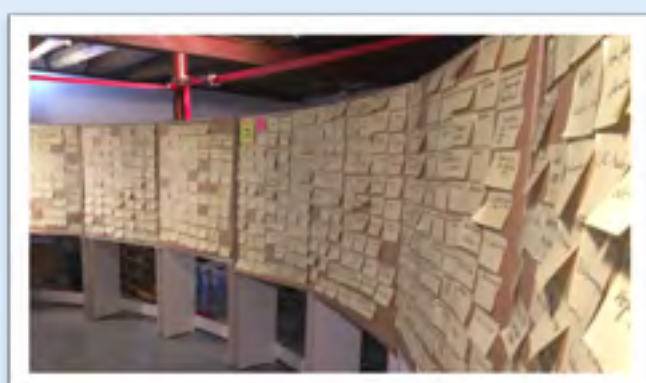
The goal was to pre-empt and mitigate latent industry disruption and ideate feasible innovations, which could be new products, processes and business models. A core team of 8 people was to develop 4 business cases in a full 16 week FORTH expedition.

### 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.



### FORTH Project Details

Sector: Higher Education

User: Saïd Business School, University of Oxford

Country: United Kingdom

Year: 2018

Online ☐

Offline ☒

Facilitator(s): Maria Zubeldia, Gijs van Wulfen



### Innovation Assignment:

By 2040, nearly one in seven people in Western Europe will be over the age of 75. We were looking for disruptive solutions with a big personal impact, to improve the quality of living, approaching the end of life. We wanted revolutionary concepts to tackle this challenge that could be implemented in the UK within the next 3 years.

### Highlights of the process:

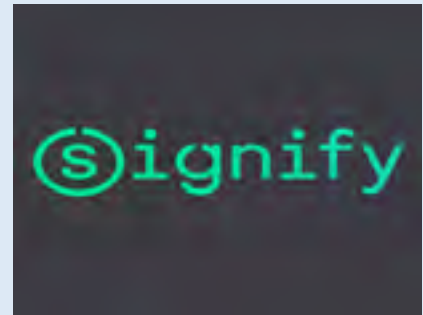
We started the innovation expedition with 24 innovators representing 20 different countries. Organised and delivered by the Entrepreneurship Centre from Saïd Business School, University of Oxford and Gijs van Wulfen, the summer school was held in partnership with Oxford Academic Health Science Network (hosted by Oxford University Hospitals NHS Foundation Trust) and Sorbonne University.

### Main results:

The Oxford Institute of Population Ageing and the Institut de la Longévité (Sorbonne Université) inspired the process by providing their insights during the observe & learn phase. We visited different units of the John Radcliffe Hospital to understand real challenges. 842 new ideas were raised at the ideation stage. Six mini new business cases were presented to a selected panel with representatives from Merck Group, Oxford University Hospitals, the Oxford Institute of Population Ageing and the Entrepreneurship Centre at Saïd Business school. Together with Gijs van Wulfen, the panel selected the top business case and awarded €1,000 to move it forward.





**FORTH Project Details**Sector: IndustryUser: Signify (Philips Lighting)Country: The NetherlandsYear: 2018Online ☐ Offline ☒Facilitator(s): Geert Schols, Ed Mol**Innovation Assignment:**

Philips wants to strive for leadership in Lighting Electronics and transform from LED to connected, where services will be stimulated. The new, simple and scalable services and products should provide a revolutionary proposition and build on our strong electronics and software competences.

**Highlights of the process:**

The innovation expedition consisting of 20 members, began by exploring 7 opportunities and discovered 60 customer frictions among the target groups of customers, suppliers, employees and stakeholders. We generated 612 ideas and converged them to 12 concepts. Five innovative concepts were transformed into new business cases and presented to the management end of 2018

**Main results:**

The FORTH expedition had a very positive impact on building an innovative mindset within Signify's R&D department. In addition to coming up with new products and services, working to a completely new structured innovation method was also an important objective. All five concepts have been embraced by the management team and have been allowed to be further developed. Within twelve months Signify managed to develop a revolutionary concept and brought it to the market.



### FORTH Project Details

Sector: Telecommunications

User: European Market Leader

Country: France

Year: 2018

Online ☒

Offline ☒

Facilitator(s): Corina Ghiatau



### Innovation Assignment:

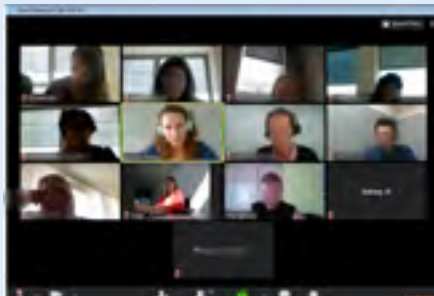
The group's European HR team wanted to engage all the local teams in co-creating a solution for career development in the European region. The organization is complicated, with communication channels unclear how people can develop within the group, this is despite the rich opportunities for growth and mobility offered.

### Highlights of the process:

A multi-country core team of 11 HR and business representatives and an extended team of 7 HR Directors and 4 Corporate Europe Division leaders gathered in Paris. This started the project in the Full steam ahead chapter of the FORTH journey. The Observe & Learn stage, consisted of identifying employees frictions in all 7 countries, visiting companies and researching was completed online. During a Raise Ideas stage, 296 ideas were generated and with 7 concepts tested during the Test Ideas 2-day workshop in Bucharest. From this, 3 mini-business cases were then developed online. The mini business cases were presented in a hybrid online and offline event to the extended European team from 7 countries.

### Main results:

This is one of the first experiments of applying the innovation process in a hybrid online and offline format, with an international remote team. The 3 mini business cases were proposed by the innovation team as a complete ecosystem of career engagement and 3 countries expressed their commitment on the spot to start testing and applying it locally.





### FORTH Project Details

Sector: Telecommunications

User: Market leader in Romania

Country: Romania

Year: 2018

Online ☐ Offline ☒

Facilitator(s): Corina Ghiatau, Magda Ropotan



### Innovation Assignment:

The company wanted to anticipate the future of work and reinvent one of the core people processes – Performance Management – in an “employee-centric” approach. The assignment was to find the real “why” behind this process and to redesign it together with its internal customers: the business leaders and the employees.

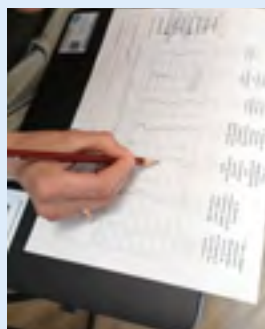
### Highlights of the process:

We set up a core team of 12 employees from all company departments, and an extended team of 6 leaders from the Executive Team. They went through the Observe & Learn expedition, empathised, found 16 top customer frictions, visited several other companies and explored trends and connections in fields like neuroscience, crowdsourcing and positive psychology. They generated 354 ideas and developed 7 concepts which were prototyped, tested and assessed by other employees. Finally they developed 4 mini business cases, all revolutionary for the mainstream HR practices related to performance management.

### Main results:

This is one of the first examples showing that the FORTH process can help innovate the internal culture and workplace environment. It sparks the innovation mindset among employees, and helps them see people as customers, which then helps deliver an extraordinary customer experience.

The innovation team identified the collective “why” behind running a performance appraisal process, reuniting the interests of both business and employees. The final mini business cases are now being implemented within a new performance ecosystem.





### FORTH Project Details

Sector: Industry (Chemical)

User: HUNTSMAN Elastomers

Country: Europe

Year: 2017

Online ☐ Offline ☒

Facilitator(s): Denis Turmel, Gijs van Wulfen



### Innovation Assignment:

In 2017, the Elastomers Business Unit of Huntsman Polyurethanes decided to increase the number of breakthrough innovations to balance its project portfolio. The goal was twofold: to create sustainable high-value businesses, as well as to deploy an innovation and learning culture.

### Highlights of the process:

After six months and eight innovation events of several days, mobilizing a team from seven different countries over three continents, the FORTH team delivered six businesses cases. Four of these were selected by the leadership team to be pursued. Highlights of the process were the more than 125 customer frictions discovered in the Observe & Learn phase and the 1133 ideas generated at the two-day ideation workshop in Brussels.

### Main results:

The first mini new business case has been successfully launched in the market in 2021. Following this successful pilot, The Elastomers Division of Huntsman decided to replicate the FORTH process in APAC in 2019 and in the USA within two years. The FORTH innovation method has become Huntsman's front-end-innovation method to create market-validated opportunities and is now an integral part of its strategy process.



### FORTH Project Details

Sector: Healthcare

User: Alfred Health - RACC

Country: Australia

Year: 2017

Online ☐ Offline ☒

Facilitator(s): Mark Krnjaic, Peter Hunter



### Innovation Assignment:

The increasingly ageing population and rising complexity of our services was creating more demand for our finite resources. Our patients and their families expected a more engaged and personalised service. We needed a radically new, flexible model of care providing personalised experience for people who use & deliver our service.

### Highlights of the process:

Our Expedition launched with 9 core interdisciplinary team members representing Allied Health, Nursing, Medicine, Pharmacy and Business Services. We also had 10 extended team members. We visited 15 completely unique companies from diverse industries to expand our thinking about innovation opportunities. We discovered 124 customer frictions and generated over 680 ideas in response. We tested 11 concepts and generated 7 Business Cases with 5 leading to sustained transformation.

### Main results:

As a result of the FORTH expeditions and the 7 mini-business cases, Alfred Health leads the way with the implementation of transformational home based care. It offers people choice on care being in settings other than hospital, and creates more person-centred approaches to the traditional in-hospital care.

We work to create enriched environments that give more choices for people and provide therapy that is more meaningful and relevant.

Our health service is now a national clinical thought-leader in Home-based care and has created a whole-of-health industry service approach called Alfred @ Home

Life Cafes have also been implemented in the local community which draw on the life skills of older people, to share their wisdom and experiences, with a core focus on creating wellness and improving social connectedness for older people.





### FORTH Project Details

Sector: NGO

User: Fire Department Limburg-Noord

Country: The Netherlands

Year: 2017

Online ☐ Offline ☒

Facilitator(s): Geert Schols, Christel Derkx



### Innovation Assignment:

The purpose of this FORTH innovation expedition was to come up with ideas and innovative solutions to guarantee the availability and preparedness of the Fire Service organization. These ideas must be able to be converted into actionable and feasible plans.

### Highlights of the process:

The FORTH expedition began by exploring 6 opportunities and we discovered many frictions and needs among the target groups of mayors, civil servants and people in the society. We generated 514 ideas, converging them into 12 concepts. Two revolutionary and three evolutionary concepts were translated into a business case in the Homecoming phase

### Main results:

The FORTH expedition had a very positive impact on the building of an innovative mindset within the fire department.

All five concepts have been embraced by the management team and have been allowed to be further developed. Within a year the fire department was the first in the Netherlands to develop an entirely new fire service training course, successfully testing and further developed in a pilot.





### FORTH Project Details

 Sector: Healthcare

 User: Taiseikai Medical Corporation

 Country: Japan

 Year: 2016

 Online ☐ Offline ☒

 Facilitator(s): Shin Yamamoto


### Innovation Assignment:

With an ageing population in Japan and pressure on the national healthcare system, a local private hospital needed to develop paid care services of dementia patients and their family. The assignment was to build trust within the local community and generate a vision for 2018 with 9 core team members.

### Highlights of the process:

In the FORTH innovation process, the LEGO® SERIOUSPlay® method was used in the kick-off workshop with the 9 members of the core team and 4 support team members. 2 focus groups were conducted, resulting in 52 customer frictions being identified. 808 ideas were rapidly generated which resulted in 15 new concepts which closely met the assignment. They were tested and further developed in 2 Concept improvement workshops. Finally, 4 concepts were selected to be developed into attractive business cases.

### Main results:

After the Final Presentation, 2 cases were taken forward for implementation, these were: "A strategy to attract new patients from outside the regular area of the hospital" and "Healthcare consumer support serving products for dementia care" (launched in 2020: <https://kyujinkai.com/sonatarue/>). Management confidently forecasts an additional 300 patients per month. Healthcare professionals became more aware and reviewed what they could immediately implement after every workshop.



### FORTH Project Details

Sector: HEALTH care

User: Zilveren Kruis Insurance & Diabetes Association

Country: Netherlands

Year: 2016

Online ☐

Offline ☒

Facilitator(s): Gijs van Wulfen



### Innovation Assignment:

The FORTH innovation process brought together Zilveren Kruis (ACHMEA) Health Insurance and the Diabetes Association. This was started to co-create new, combinative solutions in diagnosis, treatment and support of children with diabetes type 1 and their parents, and bring a revolutionary impact for their daily lives.

### Highlights of the process:

After identifying 8 opportunities for innovation to explore, we interviewed 4 target groups (6-12 years, 12-18 years, 18-25 years and parents) and identified more than 50 customer frictions. On the 2-day brainstorming workshop, we generated 903 ideas which have been worked out in 15 innovative solutions. In Homecoming we developed mini new business cases for 5 innovative solutions.

### Main results:

The new solutions included: 1. A paediatric longitudinal registration for diabetes type 1. 2. To create new solutions of non-invasive monitoring of blood glucose values for children. 3. To develop an App for CARBS recognition to facilitate the counting of carbohydrates for children and to connect it directly to their insulin pump. 4. To facilitate the hand-over of a child in healthcare institutions from a paediatric team to an internist on a self chosen moment (between 16 and 22 year). 5. A new service for parents with children with diabetes to help them cope with both work and a complex care situation at home.





**FORTH Project Details**Sector: Industry (Healthcare)User: Life & MobilityCountry: The NetherlandsYear: 2016Online ☐Offline ☒Facilitator(s): Gijs van Wulfen & August Eckhardt**Innovation Assignment:**

Life & Mobility is a market leader in the wheelchair and scooter mobile industry related to complex care and cure. To ensure and extend their market share, they were looking for both evolutionary and revolutionary new product-market combinations in the Benelux region and five other strategic export countries.

**Highlights of the process:**

To fully understand the target group we experienced all kind of wheelchairs, scooter mobiles and other mobility products before the Kick-Off meeting. During the process, team members were very curious and enthusiastic to observe and learn from their customers. They even spent their weekends visiting scooter mobile communities. We generated 1163 ideas and involved outsiders from other industries and knowledge institutes in our expedition.

**Main results:**

The results were 3 very valuable Mini New Business Cases. One consists of an innovative seating system, which is now integrated into their wheelchair product line. In 2021 they expect to launch a competitive flexible solution for export markets.





### FORTH Project Details

Sector: Non Governmental Organisations (NGO)

User: UNHCR

Country: Uganda

Year: 2015

Online ☐ Offline ☒

Facilitator(s): Andrew Mbogori



### Innovation Assignment:

The ReHOPE Project of the UNHCR in Mbarara, Uganda was launched to promote the self-reliance of refugees. For the FORTH project it was decided to focus on one of the most pressing challenges which were to provide sufficient cooking energy.

### Highlights of the process:

Considerable work was done, to understand in Observe & Learn the influences on what was required. Essentially, the solution had to be sustainable, cheap to produce and easily available. A wonderful 940 ideas were generated in 'Raise Ideas'. The top 15 ideas were selected, and research was done to discover which concepts were practical and locally available, before making new business cases.

### Main results:

One business case was taken forward for implementation: Briquettes for cooking fuel made from banana peelings in partnership with 2 companies: Uganda Green Fire Ltd and Adapt Plus Limited. The fuel was marketed through women's business groups. PRIZE-WINNING INNOVATION: This FORTH project received a global award for excellence: 2015 UNHCR Award for Achievements in Innovation.



### FORTH Project Details

Sector: BtB Services (Waste Management)

User: The City Bin Company

Country: Ireland

Year: 2014

Online ☐ Offline ☒

Facilitator(s): Gijs van Wulfen



### Innovation Assignment:

The management of The City Bin Co has been internationally recognised in the top 5% globally for the best business practices. The FORTH project was named Florenza. Determined to see how far FORTH could take them, they committed their best staff to the exercise. Ambitious financial goals with timescales were identified.

### Highlights of the process:

Deep technical analysis was done of the current highly competitive market conditions in B2B waste management sector in Dublin. 3 focus groups were conducted with B2B clients and a 44 customer frictions were identified, 837 ideas were generated during the ideation workshop in Galway and the top 15 ideas were selected and worked out in new concepts. After testing – 5 concepts were made into attractive business cases.

### Main results:

After the Final Presentation, 3 out of the 5 new business cases were taken forward for implementation:

1. Online Business-to-Business waste management platform, developed in the USA.
2. A 'City Bag APP' to provide extreme customer service to B2B waste clients.
3. A Franchise concept for B2B waste management.





### FORTH Project Details

Sector: Construction

User: BRUIL

Country: The Netherlands

Year: 2014

Online ☐ Offline ☒

Facilitator(s): Gijs van Wulfen



### Innovation Assignment:

Due to the economic crisis, the market for poured concrete was declining. To survive BRUIL needed to broaden their array of new products and innovate. Investments were available for both evolutionary and revolutionary solutions for the construction sector.

### Highlights of the process:

With a core team of 10 people and an extended team of 4 top managers and shareholders, Bruil started the Observe & Learn stage, discovering 52 customer frictions among clients. They generated 964 ideas and developed 12 concept statements, which were checked with customers during the Test Ideas stage. Finally, they developed 6 new mini business cases, of which 2 were quick wins, 3 were new to the market and one was revolutionary to the world.

### Main results:

BRUIL's main achievement is that it innovated itself out of the crisis very successfully, with their main result being the development of a 3-D-PRINT PROCESS FOR CONCRETE. They opened an entirely new factory in 2020, which is the first of its kind in Europe. Two new business cases have also successfully been launched in the market, of which the Tiling-Glue-Silo-Service has been a great commercial success. With this new concept, Bruil has tripled its market share in the tiling glue for floors sector.

The FORTH process sparked the company culture directed towards innovation, which is still a benefit today. In 2020 BRUIL started a new FORTH project to innovate in a specific market, delivered 100% online.





### FORTH Project Details

 Sector: Insurance Sector

 User: Europ Assistance

 Country: Belgium

 Year: 2013

 Online ☐

 Offline ☒

 Facilitator(s): Sara Pieters


### Innovation Assignment:

EA offers assistance insurances. To respond to the changing needs of customers and the digitalisation of services. The task was to develop 4 new concepts for both existing and new target groups in Belgium. This process was rolled out to strengthen the solidarity and commitment between employees in the organisation.

### Highlights of the process:

The expedition involved 9 core and 14 extended team members exploring 9 innovation opportunities. We discovered more than 40 customer needs and frictions during the different customer panel meetings. We ideated 1482 ideas, of which 10 were tested in the market and 4 were developed into mini new business cases.

### Main results:

The FORTH expedition had a very positive impact on the building of an innovative mindset within the EA organisation. Today House Assist (<https://www.europ-assistance.be/woningbijstand/house-assist>) is one of the concepts that was developed and offered in the market. The road assistance services have been extended, incorporating bike assistance and a customer-centric approach is more deeply rooted in the organisation.



### FORTH Project Details

Sector: Healthcare

User: GGD West-Brabant: Co-creation with 6 organisation

Country: The Netherlands

Year: 2013

Online ☐

Offline ☒

Facilitator(s): Eveline van Eck



### Innovation Assignment:

GGD West-Brabant (Health Promotion/Prevention) and Amphia (General hospital) started an Innovation Expedition. The assignment was to come up with an integrated approach connecting care, prevention and well-being, that fits the new paradigm of Positive Health. How might we keep 55.000 inhabitants healthy and vital, in Oosterhout - a municipality in The Netherlands?

### Highlights of the process:

This was a co-creation with six organisations. Besides the two initiators, these were Surplus (homecare/welfare), Zorroo (primary care), Oosterhout (municipality) and BOM (regional accelerator). We worked with 8 core team members, and 8 extended team members from the management and the board of both organizations. We explored 8 Innovation opportunities and discovered many needs and frictions among the target group: residents of the community of Oosterhout. We generated 1000 ideas, and out of 12 concepts we made 4 new business cases.

### Main results:

Of the 4 mini new business cases, 2 are being further developed: Big Data Oosterhout and Animo. "Big Data Oosterhout" is aimed at sharing relevant data in order to organize a better and future-proofed, data-driven healthcare. "Animo" is a new local health care concept. It develops programs aimed at preventing health problems. Working from a 'positive health' perspective gives the common thread, together with the actual needs of the residents of Oosterhout. Animo organizes co-creation days to develop new solutions, using the expertise of the 5 collaborating organizations. [Over Animo \(animo-oosterhout.nl\)](http://overanimo.animo-oosterhout.nl) (in Dutch).



### FORTH Project Details

Sector: Healthcare & Community Arts

User: GGD West-Brabant & Nieuwe Veste: Co-Creation

Country: The Netherlands

Year: 2013

Online ☐ Offline ☒

Facilitator(s): Eveline van Eck

NIEUWE  
VESTE



### Innovation Assignment:

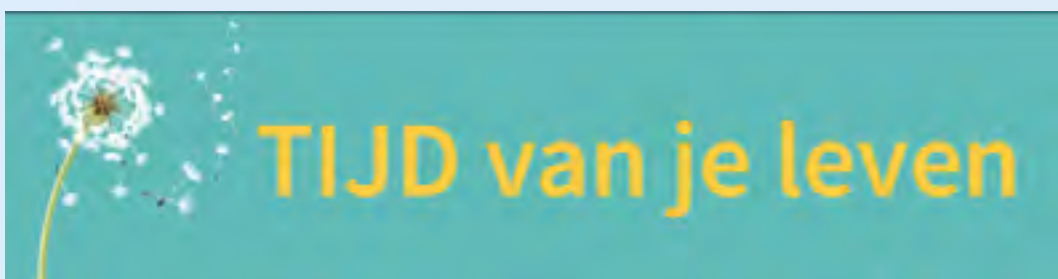
This was a co-creation between GGD West-Brabant (Health Promotion/Prevention) and Nieuwe Veste (Center for the arts / Library). The innovation assignment was aimed at social vitality; to reduce the loneliness of the elderly. The core team and extended team were a mix of professionals and management of both organizations.

### Highlights of the process:

The expedition started with eight-core team members, and eight extended team members from the management and the board of both organizations. We explored eight Innovation opportunities and discovered many needs and frictions among the target groups Senior Citizens. We ideated 800 ideas, and out of twelve concepts we made four new business cases.

### Main results:

The innovation process resulted in four mini new business cases, two of which are further developed: "Passionate with Retirement" and "Time of your life". In "Passionate with Retirement" people go in search of a meaningful interpretation of the retirement phase. Time of Your Life" aims to improve the quality of life of the elderly through creativity and connection, with art playing an important role in this. The GGD, cultural institutions, artists and healthcare institutions work together in the project. It is rolled out in the neighbourhoods and nursing homes throughout the region and a winner of a culture prize. The method has been scientifically substantiated and scaled up to municipalities and long-term care facilities. At this moment it is transformed into a corona-proof way of working. Please check out this website: <https://tijdvanjeleven.com> (in Dutch).





**FORTH Project Details**Sector: Industry (Cardboard)User: ESKA Graphic CardboardCountry: The NetherlandsYear: 2013Online ☐ Offline ☒Facilitator(s): Gijs van Wulfen**ESKA****Innovation Assignment:**

Eska has a 25% market share in the total world market for solid cardboard. As this market is declining, they used the FORTH innovation method to come up with mini new business cases for evolutionary and revolutionary products and or services.

**Highlights of the process:**

The core team consisted of 10 employees and the board of directors part of the extended team members during the FORTH expedition. The CEO, Kees van Zijderveld was the internal client, Innovation specialist with Ruben Lukas was the project leader. After discovering many customer frictions and generating almost 1000 ideas, the team delivered 5 new business cases.

**Main results:**

Eska took one of the business cases “Black cardboard”; a quick win, immediately into production. Three mini new business cases entered the development phase, and one was ‘killed’. The so-called by catch of FORTH: ‘starting a culture of innovation’, was considered by the CEO of Eska as one of the main results of the project.



### FORTH Project Details

 Sector: Public Health

 User: GGD Limburg Noord Project Name: KWIEK

 Country: The Netherlands

 Year: 2011

 Online ☐

 Offline ☒

 Facilitator(s): Eveline van Eck


### Innovation Assignment:

The GGD Limburg Noord protects and promotes the health of 550,000 inhabitants of the region. They used the FORTH method to innovate preventive elderly care. The assignment was to deliver three new business cases, aimed at stimulating the self-reliance of seniors in the face of social, physical and emotional setbacks.

### Highlights of the process:

The expedition started with a core team of six professionals from various departments within the GGD. The board, management and municipalities were involved in the extended team. We explored six innovation opportunities and discovered many needs and frictions among the target group of senior citizens. We ideated 800 ideas, and out of 12 concepts, we produced three new business cases.

### Main results:

FORTH KWIEK delivered three mini new business cases: the Self-Reliance Academy, the Digital Signaling and Advice List (DSA) and the Prevention Network Analysis (PNA). The Self-Reliance Academy organizes citizen panels meetings with seniors aimed at maintaining their independence. The DSA provides insight into those factors that cause frailty in the elderly, gauges the needs of the elderly and provides integrated advice (care, housing, welfare, lifestyle). The PNA is a method for determining a common goal in an existing network to achieve effective preventive health care for the elderly.



**FORTH Project Details**Sector: HealthcareUser: GGD West-Brabant. Project name: GGD NEXTCountry: The NetherlandsYear: 2011Online ☐Offline ☒Facilitator(s): Eveline van Eck & Gijs van Wulfen**Innovation Assignment:**

The GGD West-Brabant protects and prevents the health of 680,000 inhabitants of the West-Brabant region in the Netherlands. To stay relevant in the future, the assignment developed 4 new concepts and a vision for 2020. We did this with an innovation team of 15 people, of which 8 people were in the core team.

**Highlights of the process:**

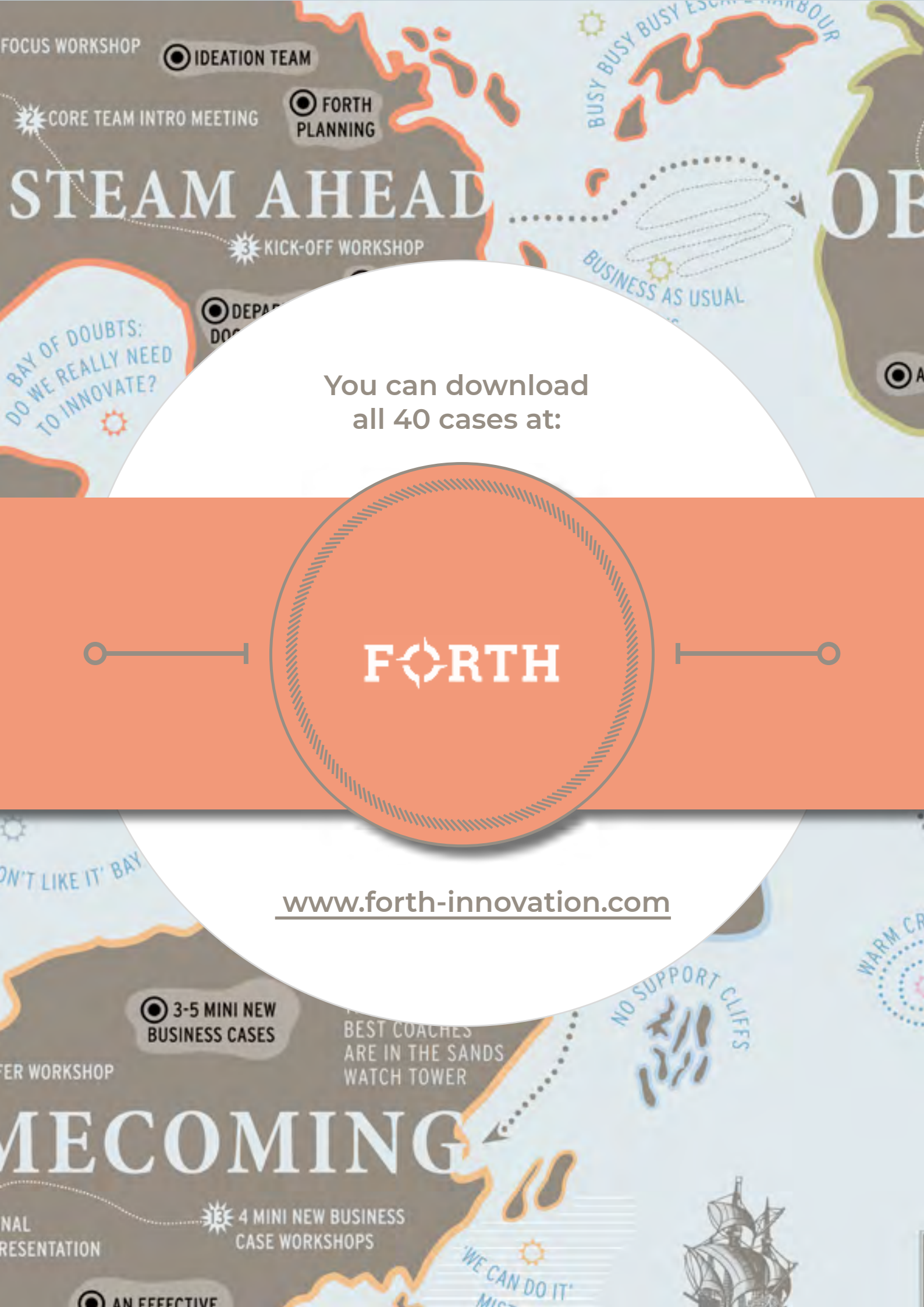
The expedition started exploring 8 innovation opportunities and discovered many needs and frictions among the target groups of mayors, civil servants and 'vulnerable people' from the health departments of villages, cities and society. We generated 910 ideas, converged them into 12 concepts and delivered 4 new business cases and a mission statement for 2020 in the Homecoming phase.

**Main results:**

2 out of the 4 mini new business cases have been chosen by the board to be developed and both were launched successfully. These are the GGD Academy ([www.ggdacademy.nl](http://www.ggdacademy.nl)) and 'Mijn Kind In Beeld' ([www.mkib.nl](http://www.mkib.nl)). The vision developed in 2011 for 2020 is still very relevant and valid. Also, the implementation of FORTH has started a culture for innovation within the GGD. FORTH has been applied many times and is a standard method of the GGD Innovation Lab.







You can download  
all 40 cases at:

**FORTH**

[www.forth-innovation.com](http://www.forth-innovation.com)