

CATALISTI

Catalisti Day

# Accelerating Innovation into Business

*How to successfully market innovation ?*

Philip De Cleen

6th of june 2019 – de Shop – Antwerp - Belgium

CATALISTI

# 400 miljoen voor de Vlaamse industrie: een 'moonshot' om de aarde te redden

OLIVIER BEYS

GEPLAATST OP VRIJDAG 29 MAART 2019 - 16:38




Vlaanderen gaat de komende twintig jaar 400 miljoen euro investeren in innovatie en onderzoek om de industrie CO<sub>2</sub>-neutraal te maken tegen 2050. Een 'moonshot' wordt het programma genoemd: net zoals de industrie in de vorige eeuw op allerlei vlakken met reuzensprongen innoveerde om een mens op de maan te zetten, moet dat nu gebeuren om de klimaatverandering te counteren. Publieke investeringen kunnen een groot verschil maken voor de klimaattransitie. Wel ontbreekt nog een onmisbaar instrument: een kompas dat de industrie toont hoe ze CO<sub>2</sub>-neutraal wordt. Bovendien is het onduidelijk wat de belastingbetaler terugkrijgt voor dit financieringsprogramma.



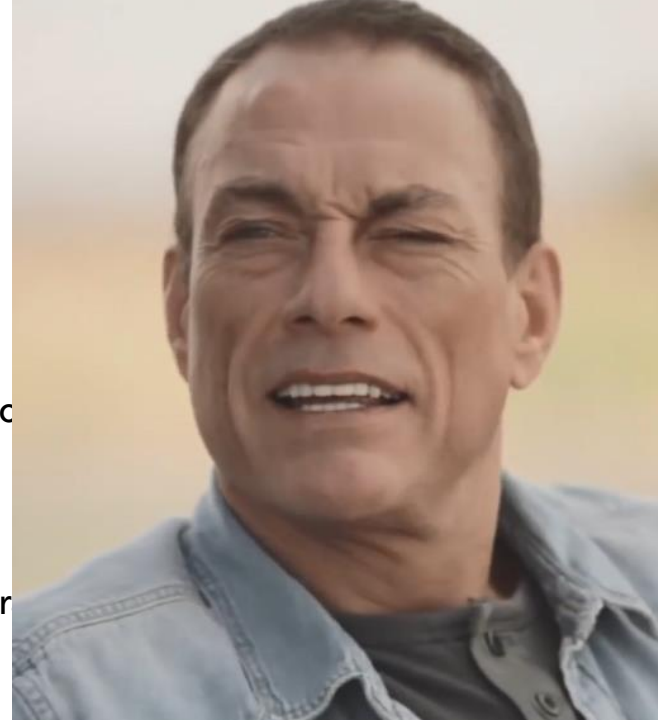




A modern, two-story truck with a glass-enclosed upper level is parked on a paved road. Two men are sitting on blue folding chairs next to the truck. The man on the left is crouching down, looking at a small object on the ground. The man on the right is sitting upright, looking at the same object. The truck has a large black screen on its side and a red light on top. In the background, another truck is visible on the road, and the landscape is dry and hilly under a cloudy sky.

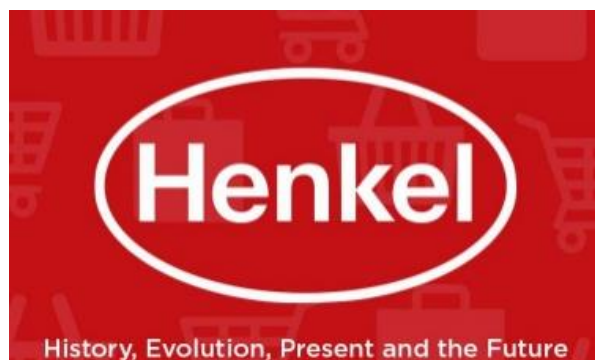
Die Trucks stehen nah beieinander.

Borealis	Bond Beter Leefmilieu
Allnex	ChemStream
Centexbel	Vopak Belgium
UGent	CREAX
OWS	Aquafin
Bexco	Ineos
easyfairs – Advanced Engineering	EnergyVille
UHasselt	Linguis Corp / Comslangs
VGTconsulting	Eastman Chemical Technolo
Solvay SA	Kabinet Minister Homans
Unilin	Cargill
Blue_App	Departement Omgeving
InOpSys	Flanders Investment and Tr
Total	VITO
Tessenderlo Group	P&G Services
KUL	Samsonite Europe N.V.
Beaulieu	VLAIO
Avecom	UA
imec	NFP
Circular Organics	IPCOS
Flux50	Agfa-Gevaert
Dupont Nutrition and Bioscience	BASF
Creaflow	Indaver
Verhaert	B4PLASTICS
VUB	I-CatS Labs
Tectero Bvba	Catalisti
Oleon	Circular Flanders
Covess	DEME
ParticipatieMaatschappij Vlaanderer	Eco Treasures
Vlaamse Ov. – Dept. Omgeving	Novatech



ArcelorMittal  
 ExxonMobil  
 3M  
 Flanders' FOOD  
 Nucomat  
 Flanders Make  
 Nitto  
 Lawter  
 MenT  
 Belgische Petroleum F  
 Janssen Pharmaceutica  
 Bio Base Europe  
 POM Oost-Vlaanderen  
 PNO Consultants

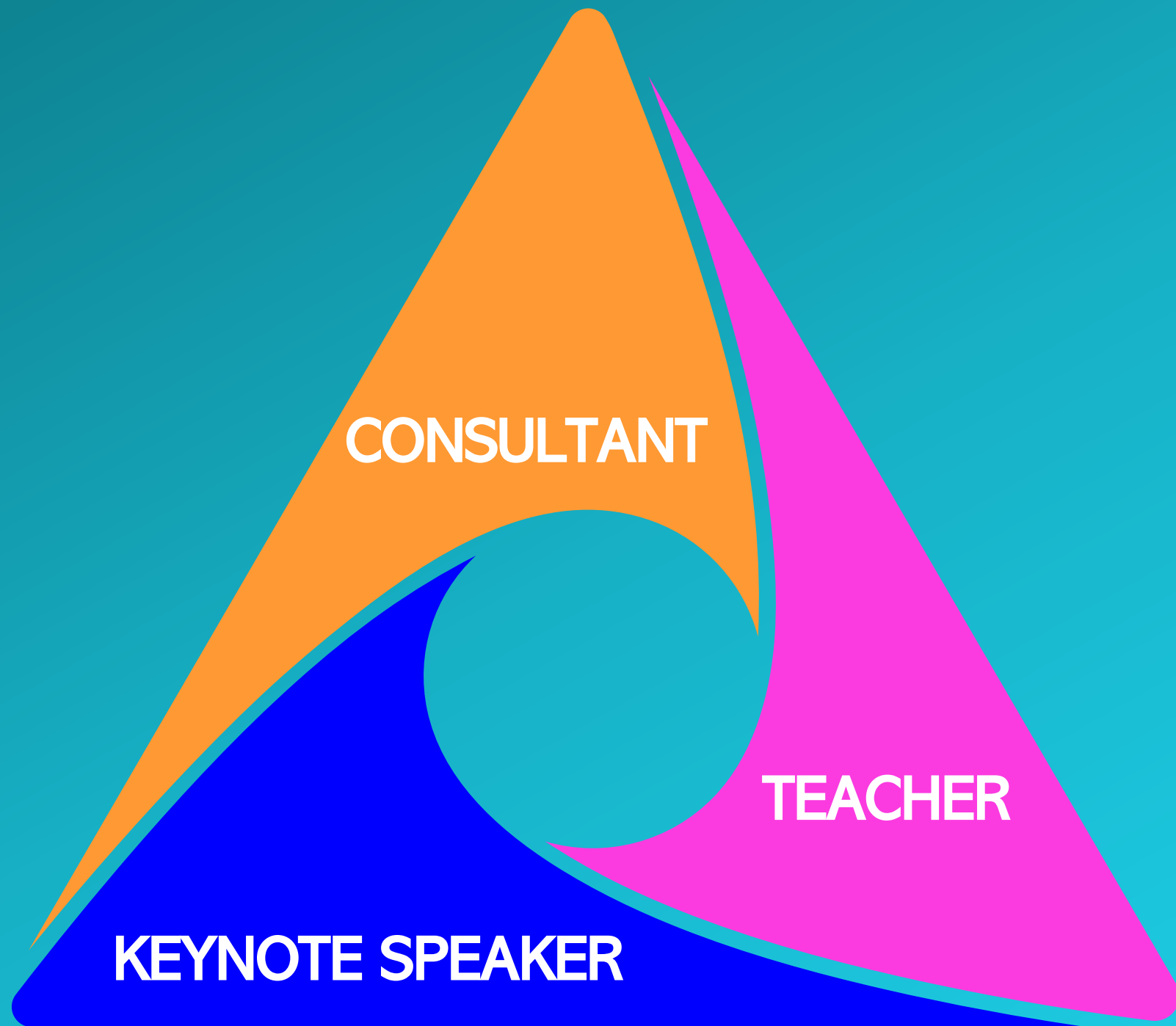
Philip De Cleen ?







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Philip de Cleen



PHILIP DE CLEEN

CAMPUS HANDBOEK

CAMPUS HANDBOEK

# Marketing

GO WITH THE FLOW





I. Climate :

23:55 or

00:05

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Broken branches in two, under my shoes, everything's tied to gravity

I walk alone to a Sunday dawn

So can you tell that I'm broke, never on top, everyday reality shouts

I'm about to let it down.

Not dead, I'm not dead, I'm not dead, I'm not dead, I'm not dead,

I'm just doing wrong



11  
hour/day



♦ Interview

# 100 bedrijven stoten 70 procent van de CO<sub>2</sub> uit: 'Politiek moet touwtjes in handen nemen'





KLIMAATZAAK





+ 3600 scientists  
(jan 2019)





# IMPACT

ON THE ROAD TO POSITIVE CHANGE

# NOW

A decorative graphic consisting of a grid of colored dots. The dots are arranged in a 4x5 grid. The colors of the dots are: Row 1: Green, Blue, Yellow, Orange, Pink; Row 2: Green, Light Green, Blue, Orange, Pink; Row 3: Blue, Pink; Row 4: Green, Light Green, Blue, Orange, Pink.

(feb-june 2019)

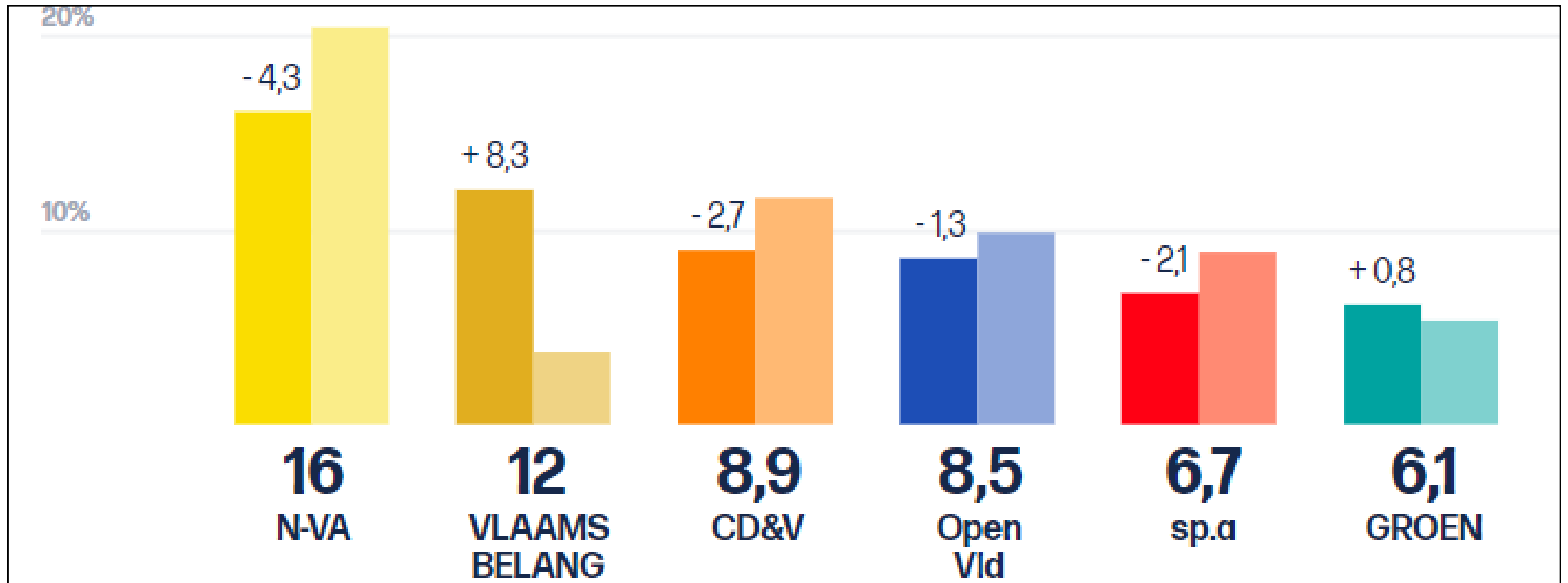
PANEL VOOR  
**KLIMAAT  
EN  
DUURZAAMHEID**

Om klimaatverandering en de ecosysteemcrisis echt aan te pakken is systeemverandering noodzakelijk en urgent.

+ 200 scientists  
(may 2019)



# Belgium – 26/05/2019



FROM THE AUTHOR OF SAPIENS

Yuval Noah  
Harari



21 Lessons  
for the  
21<sup>st</sup> Century

YUVAL NOAH HARARI



# YUVAL HARARI

A portrait of Yuval Harari, a man with short dark hair and glasses, wearing a dark suit jacket. The background is blurred, showing other people in a crowd.

KEY CONCEPT Humans are hackable animals.

(BELIEF) Technology determines everything.  
Control of data = control of life.

VALUES Knowledge & Humility

END GOAL Perhaps new singularity  
Perhaps digital dictatorship.



Whether you're a brother or whether you're a mother

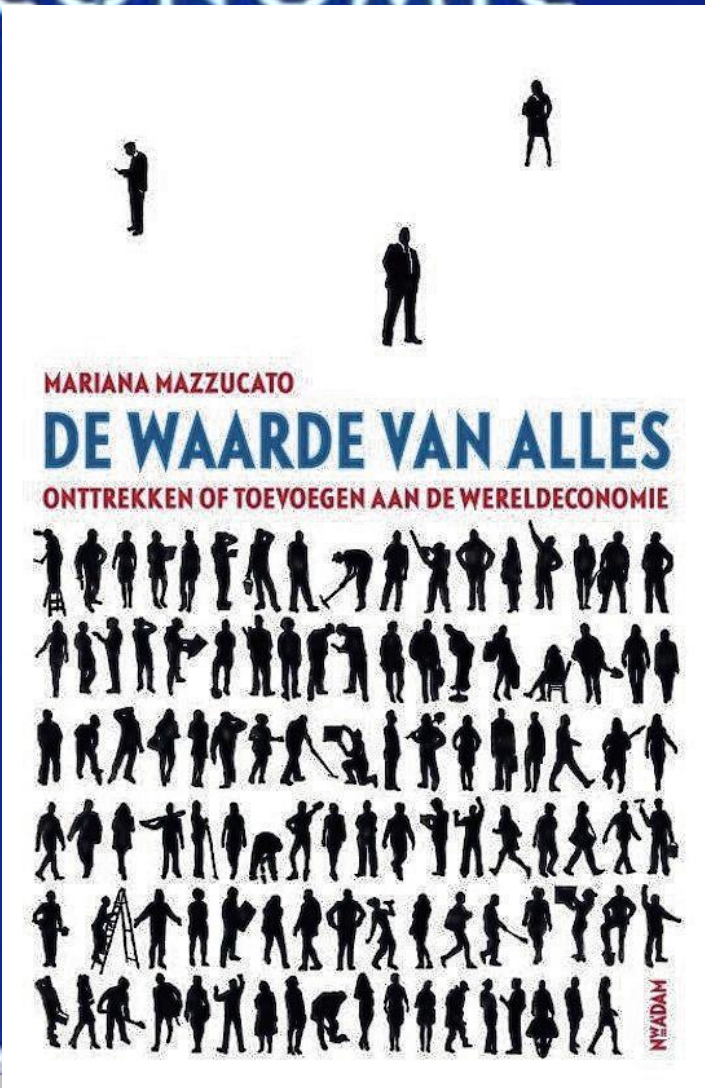
You're stayin' alive, stayin' alive

Feel the city breakin' and everybody shakin'

And we're stayin' alive, stayin' alive

Ah, ha, ha, ha, stayin' alive, stayin' alive

Ah, ha, ha, ha, stayin' alive



MARIANA MAZZUCATO

# MARIANA MAZZUCATO

KEY CONCEPT    Moonshots.

BELIEF    Government active enabler of innovation

VALUES    Activation

END GOAL    Big goals needed for change  
Climate, poverty, aging.



# Finland pledges to become carbon neutral by 2035

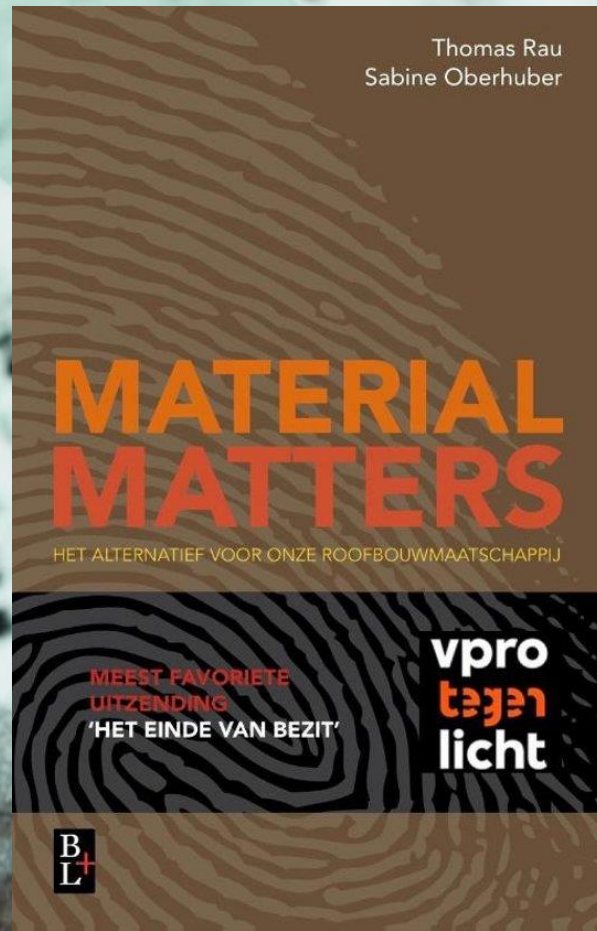
**New left-leaning government sets ambitious target as it plans major rise in public spending**



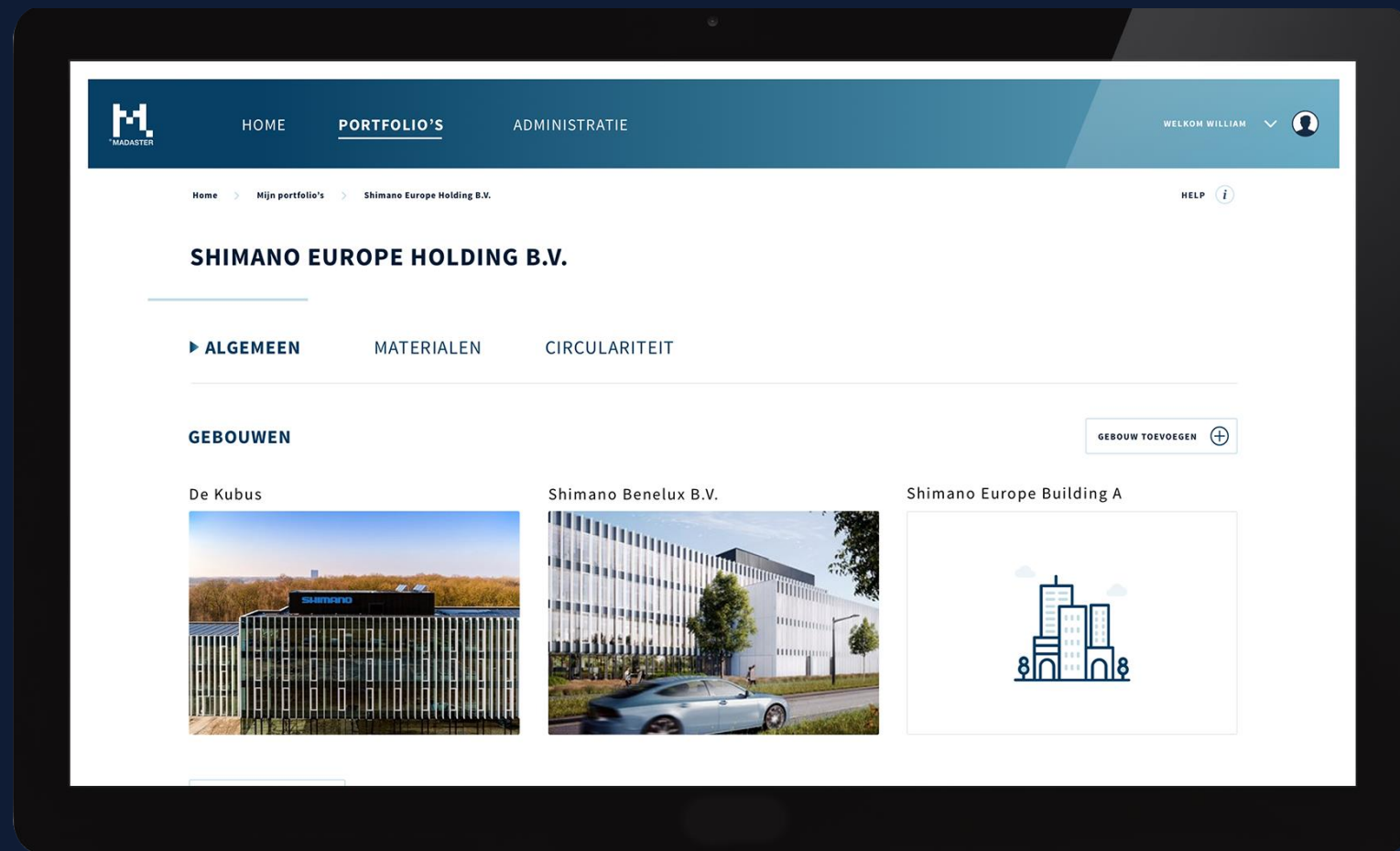
▲ Logs outside a paper mill in Kajaani, Finland. The programme will have implications for the forestry industry.  
Photograph: Bob Strong/Reuters

Finland's new left-leaning coalition government has pledged to make the country carbon neutral by 2035 as part of a policy programme that includes a major increase in public spending on welfare and infrastructure.

# DE CIRCULAIRE STAD



# THOMAS RAU





# THOMAS RAU

KEY CONCEPT    Madaster.

BELIEF                      Transformation of being  
Humans-Nature - Technology

VALUES                    Temporary Stewardship  
Humanity

END GOAL                Circularity (NOT sustainability)

SAVE  
THE  
ME

4/12/11  
83



om  
fine

4/21







Bio

# BURGERS SOJA

MET SHIITAKE  
EN ZEEWIER  
AUX SHIITAKES  
ET ALGUES

BELGISCHE SOJA  
SOJA BELGE

BRON VAN EIWITTEN





Busbouwer Van Hool stelde zijn eerste  
op waterstof aangedreven trambus voor





adidas

100%  
RECYCLABLE

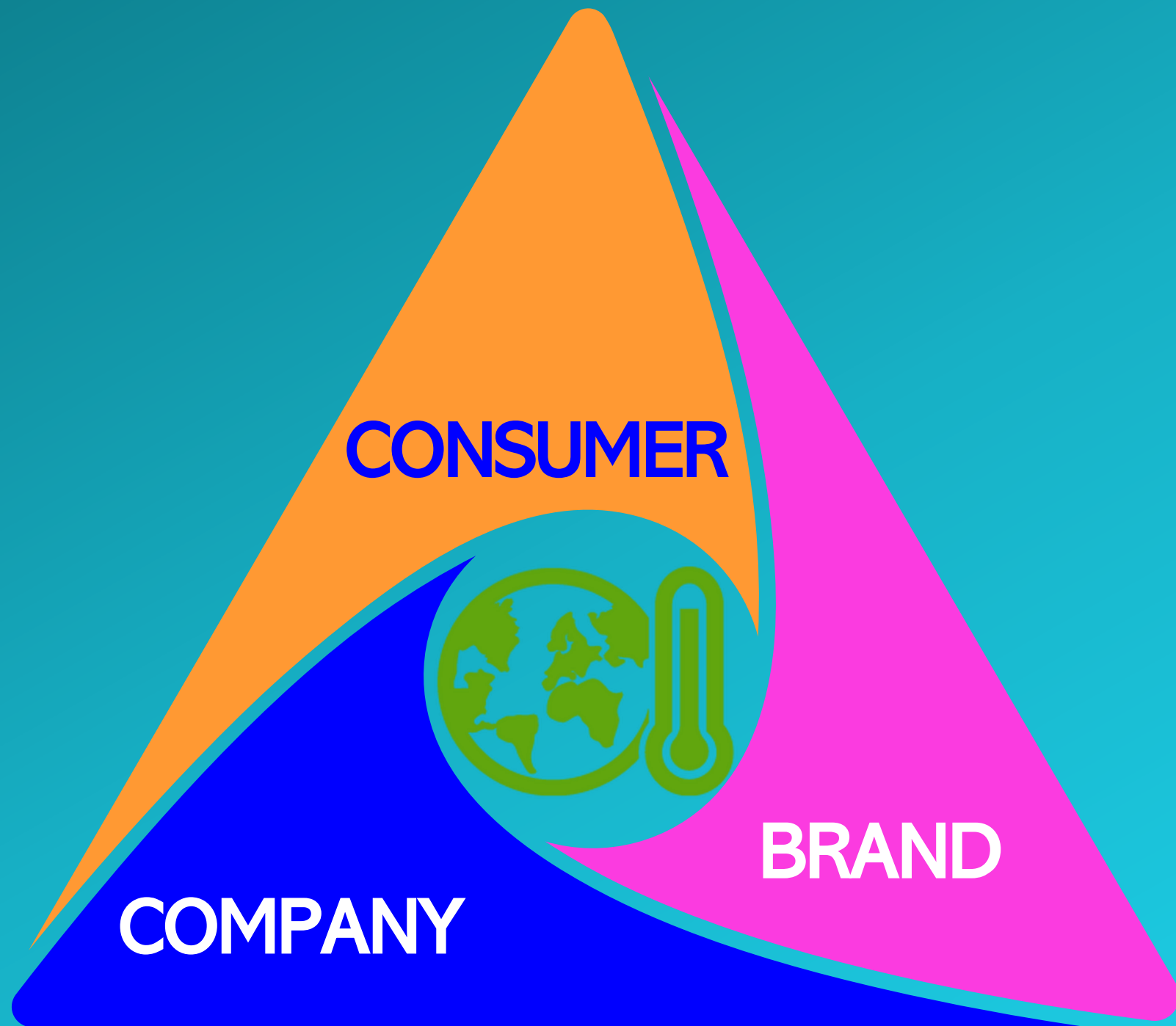
TURECR



# II. WHICH VALUE-CHAIN ?

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PHILIP DE CLEEN

# Marketing

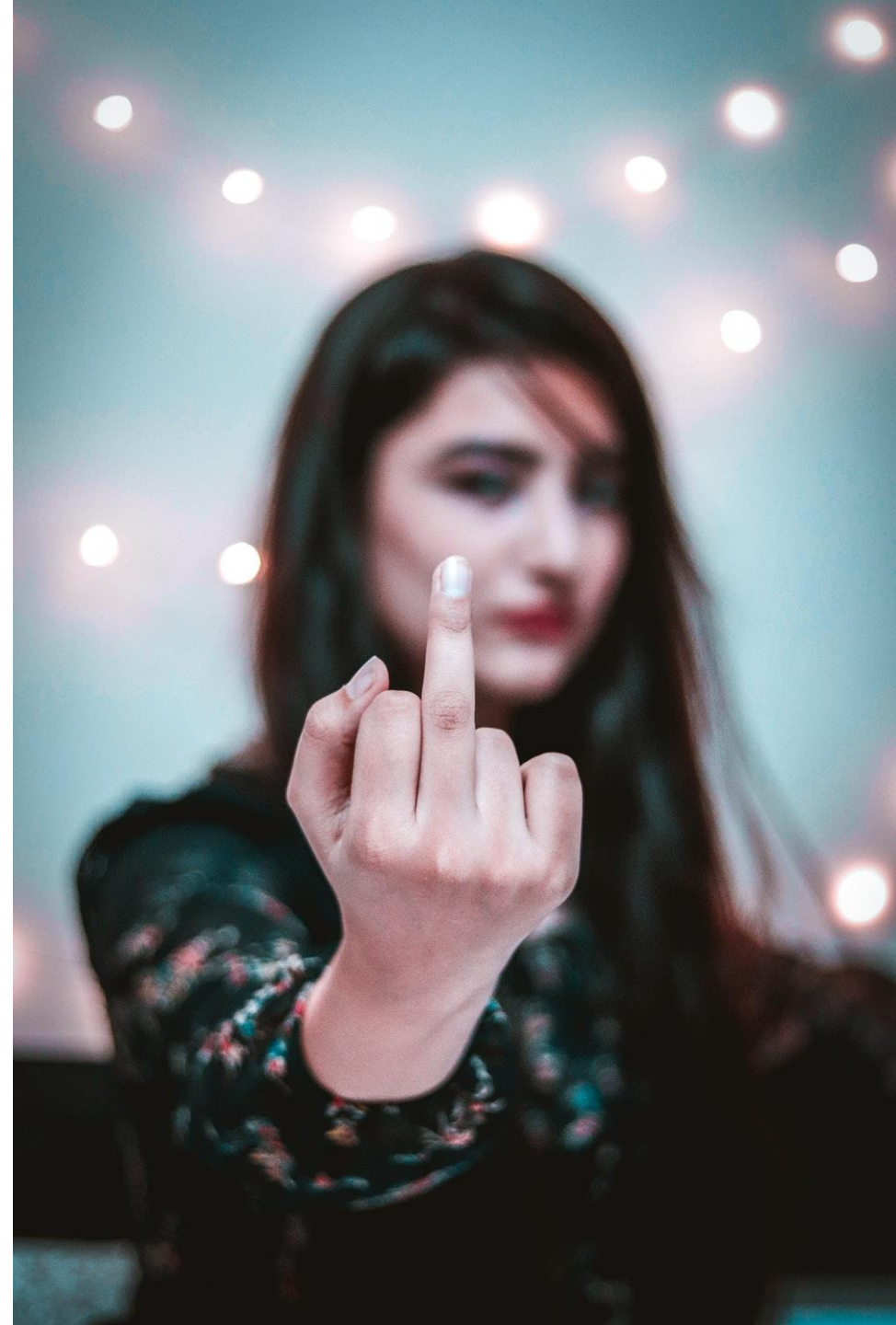
GO WITH THE FLOW

CAMPUS HANDBOEK

CAMPUS HANDBOEK



# Instant Critical Consumer





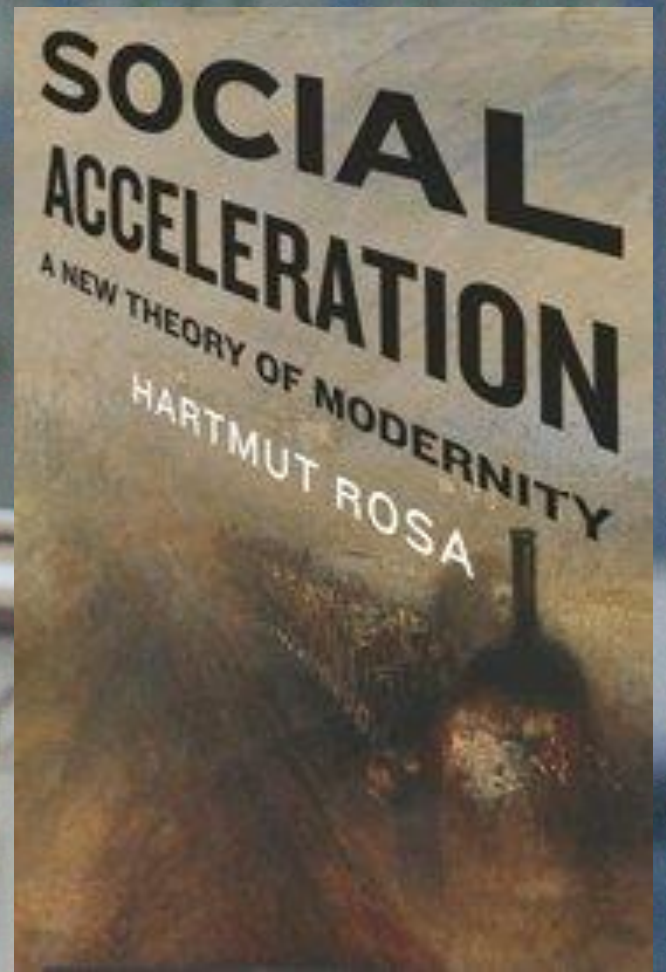
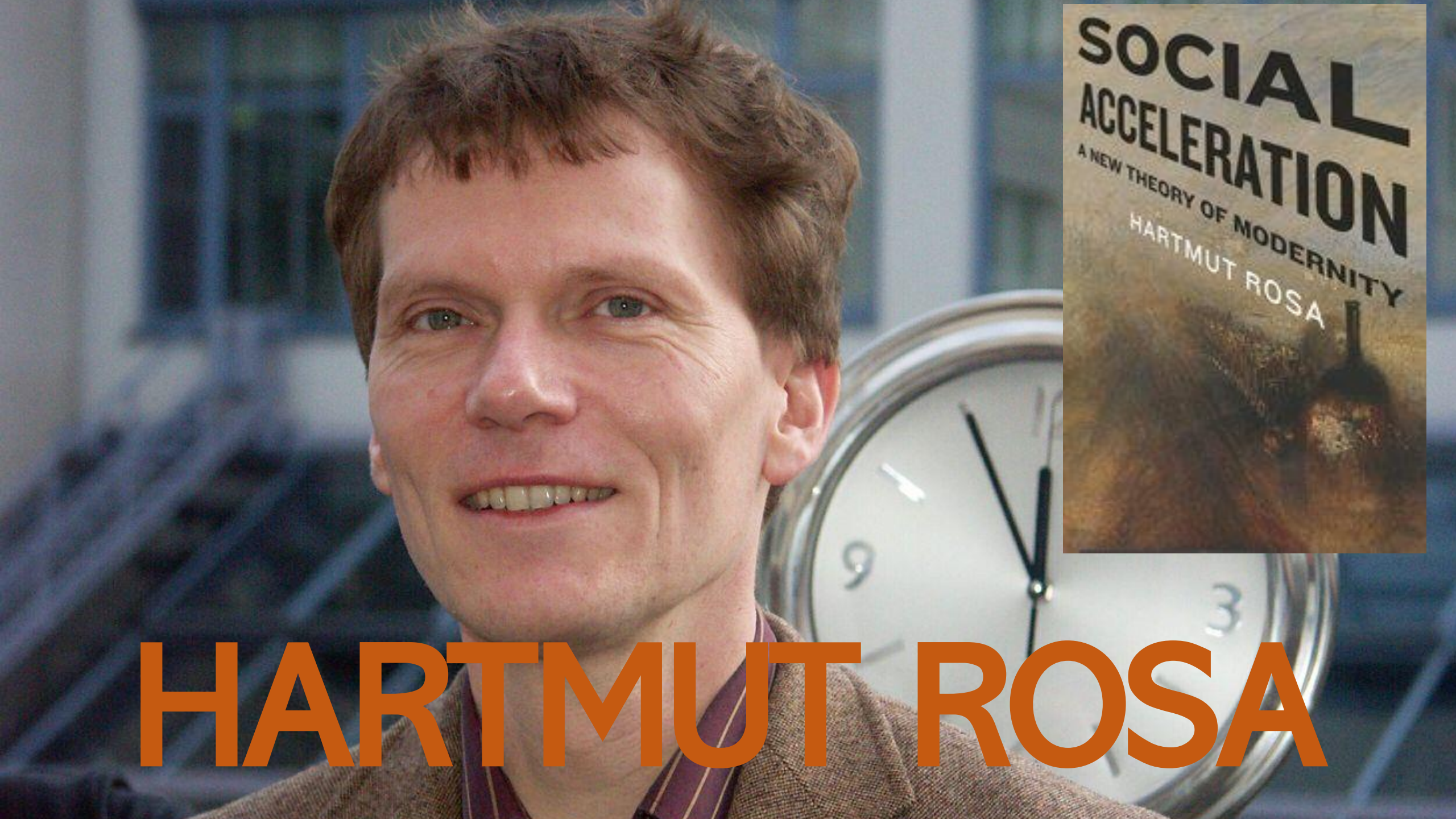


# *The Coca-Cola Company*

“Consumers are not willing to chase products anymore,” he said. “They want products to chase them. They want it to be seamless and easily.”

*Crespo, Dec 2018, Chief Growth Officer*

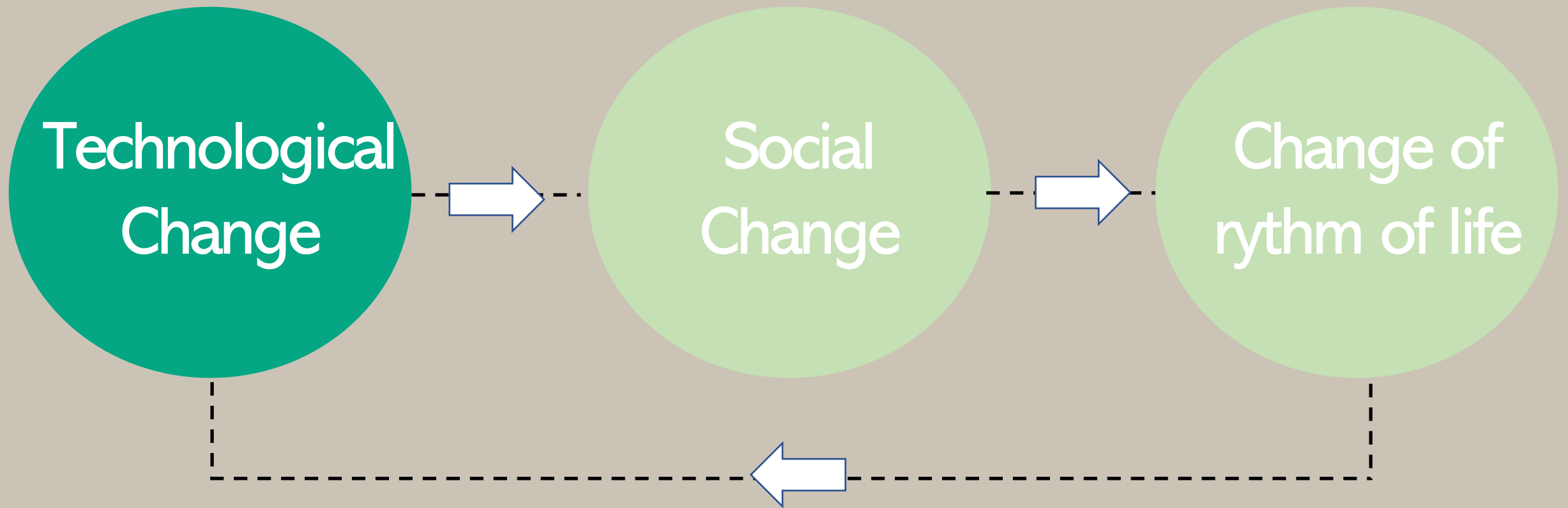




HARTMUT ROSA



# ACCELERATING CHANGE => UNCERTAINTY





# DieselGate



The image features a blue Facebook logo with a white 'f' on the left side. A thick black diagonal line runs from the bottom left towards the top right. In the upper right corner, there is a network diagram consisting of several black dots (nodes) connected by thin black lines (edges), forming a web-like structure. Below the network diagram, the text 'Cambridge Analytica' is written in a large, black, sans-serif font.

# Cambridge Analytica



BESTRIJDT  
VAN BLAD  
TOT WORTEL

Kant en Klaar

**ROUNDUP**  
**ONKRUIDVRIJ**

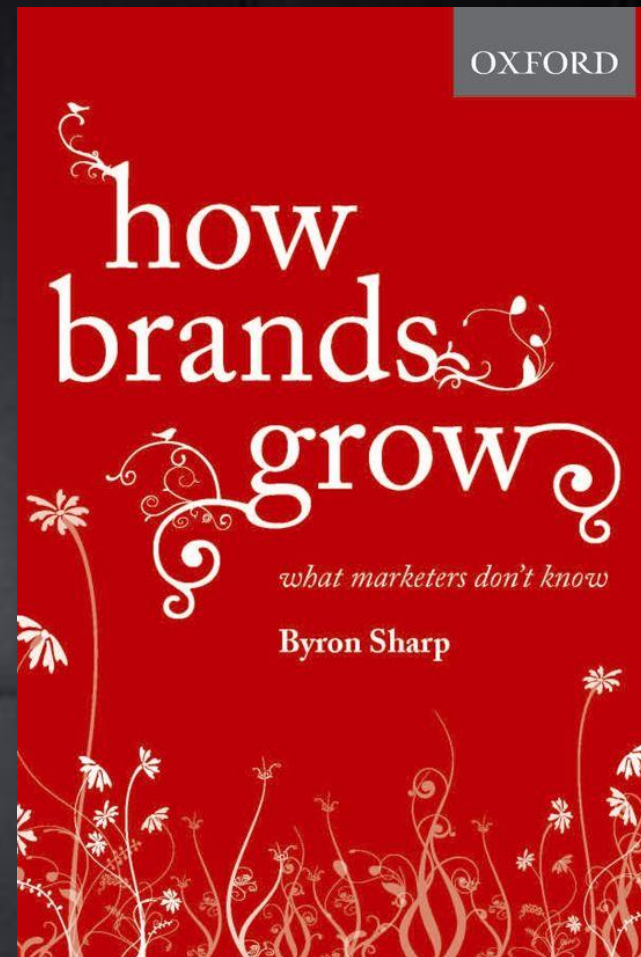
READY  
TO USE

Pull &  
Spray

Bestrijdt de meest voorkomende onkruiden in uw tuin  
Ook voor pleksgewijze toepassing tussen verhardingen

Eerste  
resultaat  
na

24 uur



**BYRON SHARP**



Consumers are not  
loyal to brands by nature

Brand Loyalty needs to  
be earned





# THE RISE AND RISE AGAIN OF PRIVATE LABEL

CPG, FMCG & RETAIL | 28-02-2018



There is a new retail revolution underway, and it's going to affect the food industry across the globe over the next five years in ways we have never seen before. We're talking about the development of private-label products and the new challenges that this will present for brands and manufacturers across the globe, as retailers develop and market their own products rather multinational name brands to meet changing consumer needs.



**De kwaliteit**      **De prijs**

De kwaliteit voor een prijs? Dit wilt u toch niet geloven, want u bent een doer. Gelijk heeft u. Daarom laten we ons Fou d'o water aan een onafhankelijke smaakcommissie van 120 personen vergelijken met twee bekende 2-merken. En veel uurt. In de blindetest scoort ons water even goed als de bekende 4-merken. Ende prijs? Dit maakt er inderdaad een verschil. Gelijk u te anderszaken resultaten kan krijgen.



Hoge kwaliteit voor een ALDI-prijs



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**De kwaliteit**

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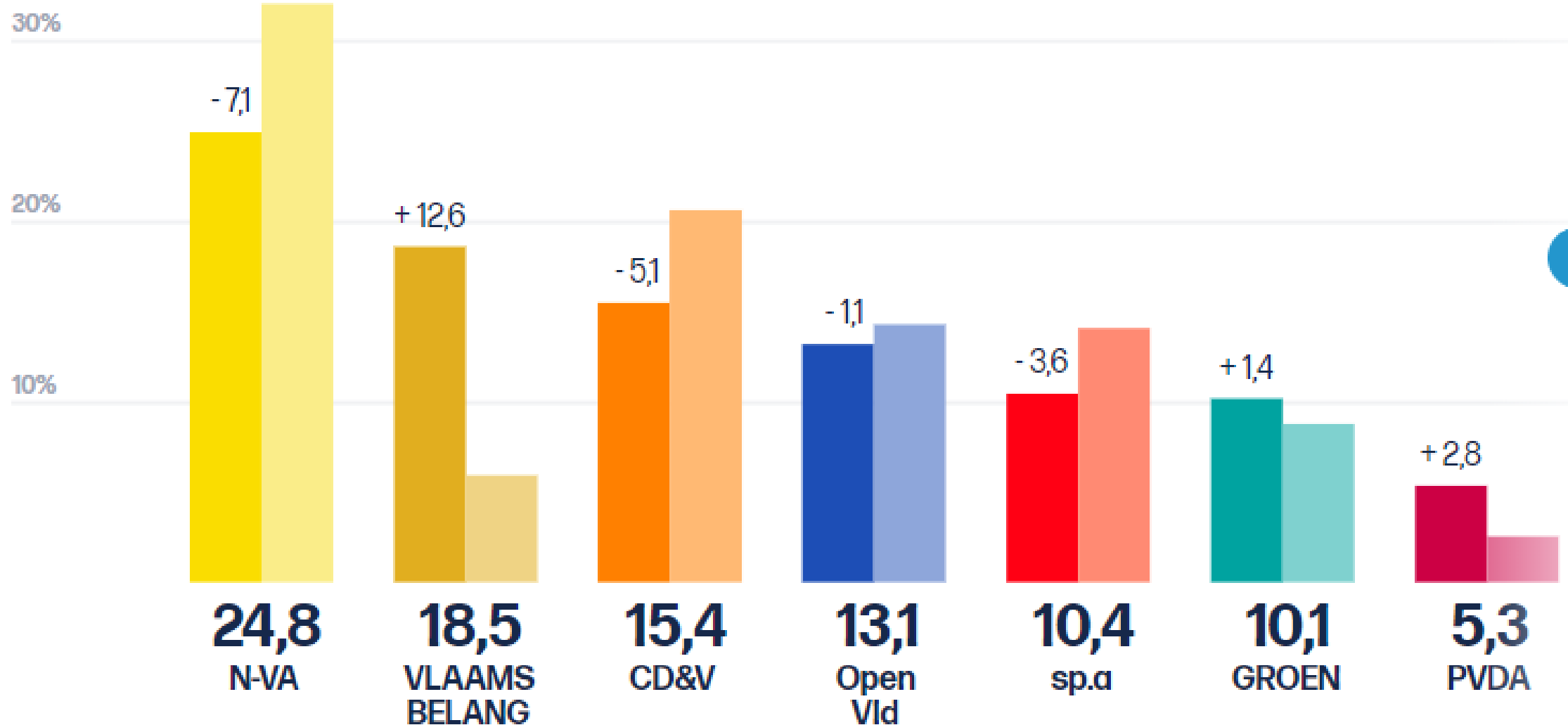
Hoge kwaliteit voor een ALDI-prijs

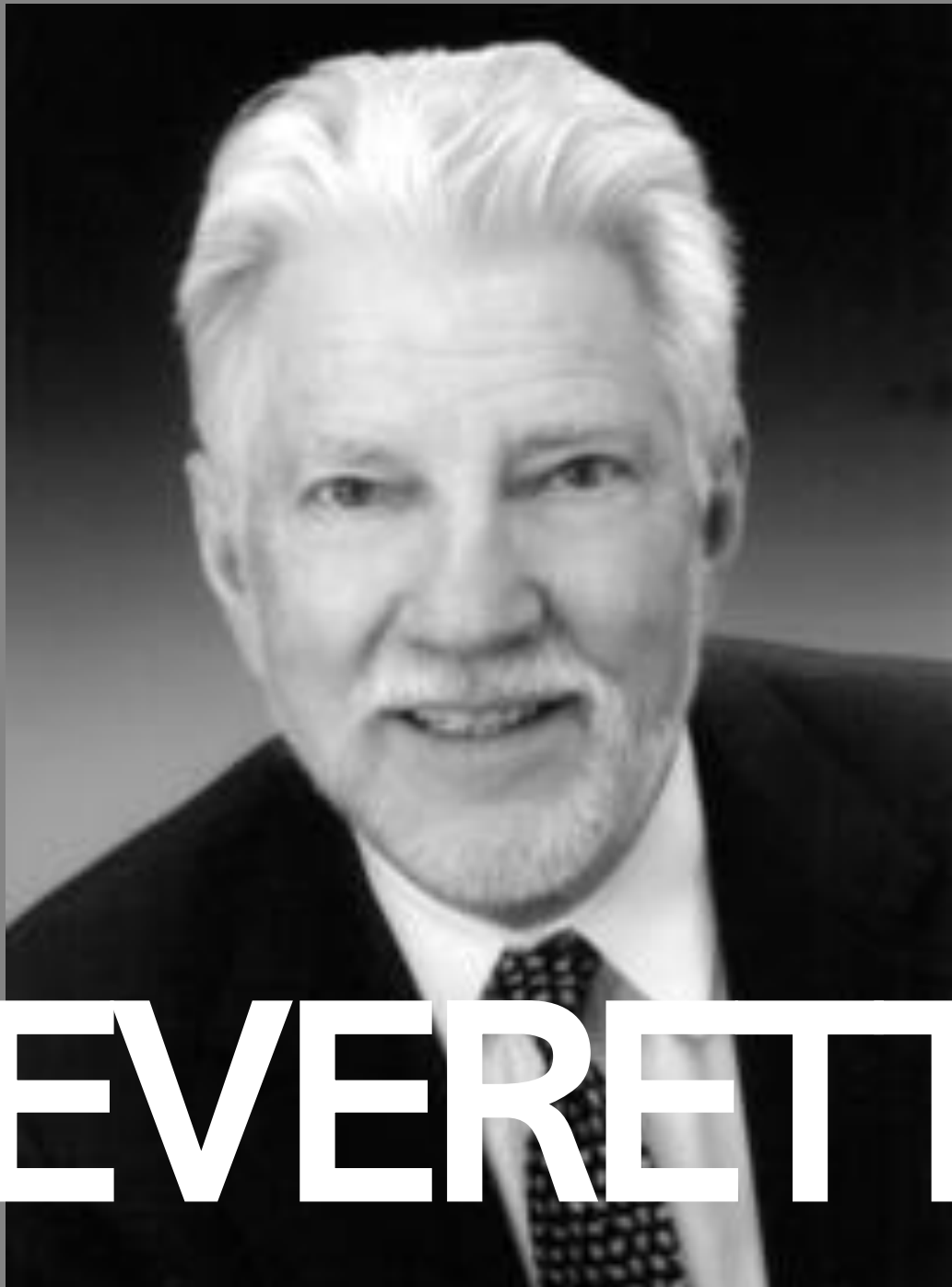


Spotify®



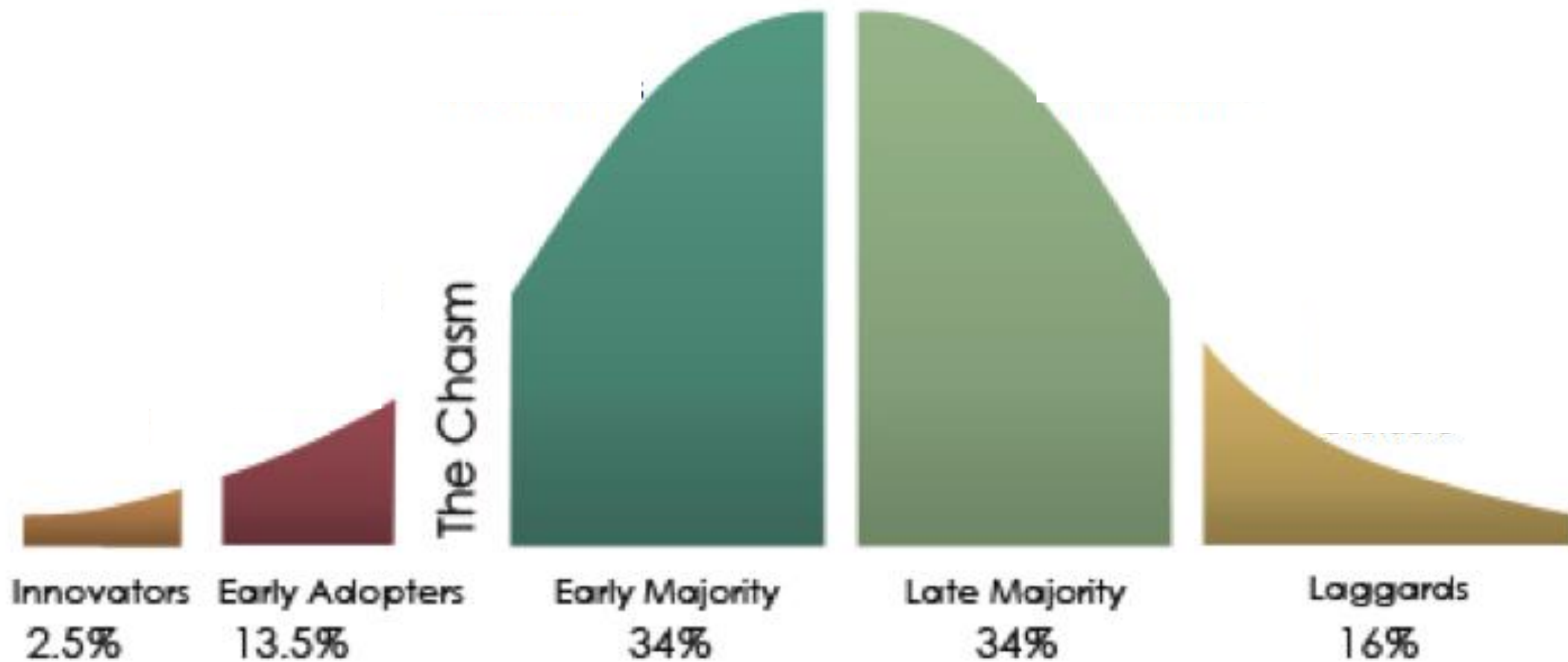
# Vlaanderen – 26/05/2019





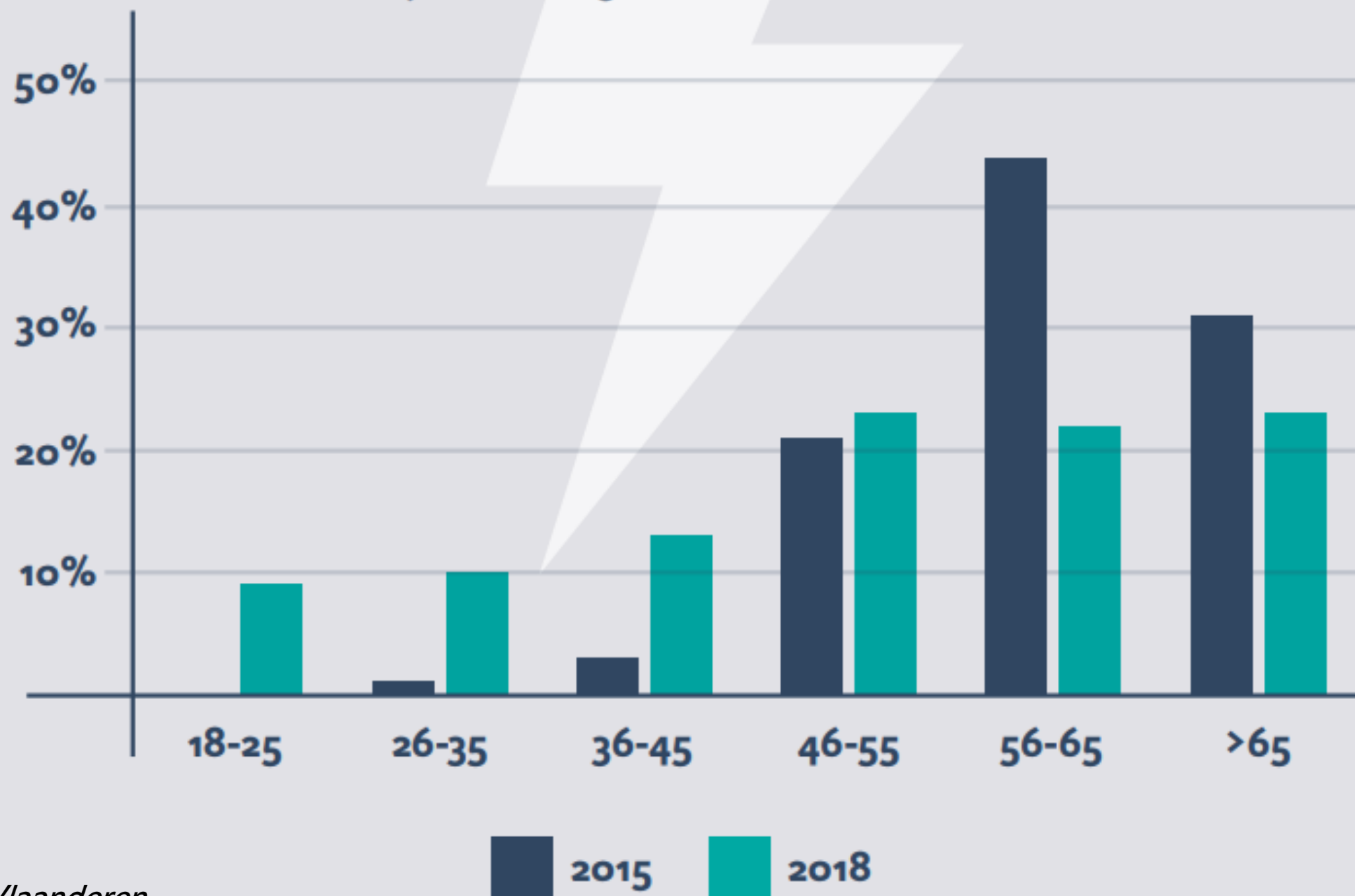
**EVERETT ROGERS**

## ROGER'S INNOVATION ADOPTION CURVE





## Leeftijdsevolutie gebruikers elektrische fiets



### **Behoeftte aan vertrouwen**

- in het bedrijf/organisatie
- in het merk
- in het waardeaanbod

### **Behoeftte aan gemak**

### **Behoeftte aan mobiliteit**

### **Behoeftte aan privacy**

### **Behoeftte aan ecologische duurzaamheid**

### **Behoeftte aan sociale duurzaamheid**

### **Behoeftte aan gendergelijkheid**

### **Behoeftte aan diervriendelijkheid**

Eur 200



**Eén met een extreem design.**

Eur 12,99



**Eén met een eenvoudig ontwerp.**



# PINTJE, SAM?



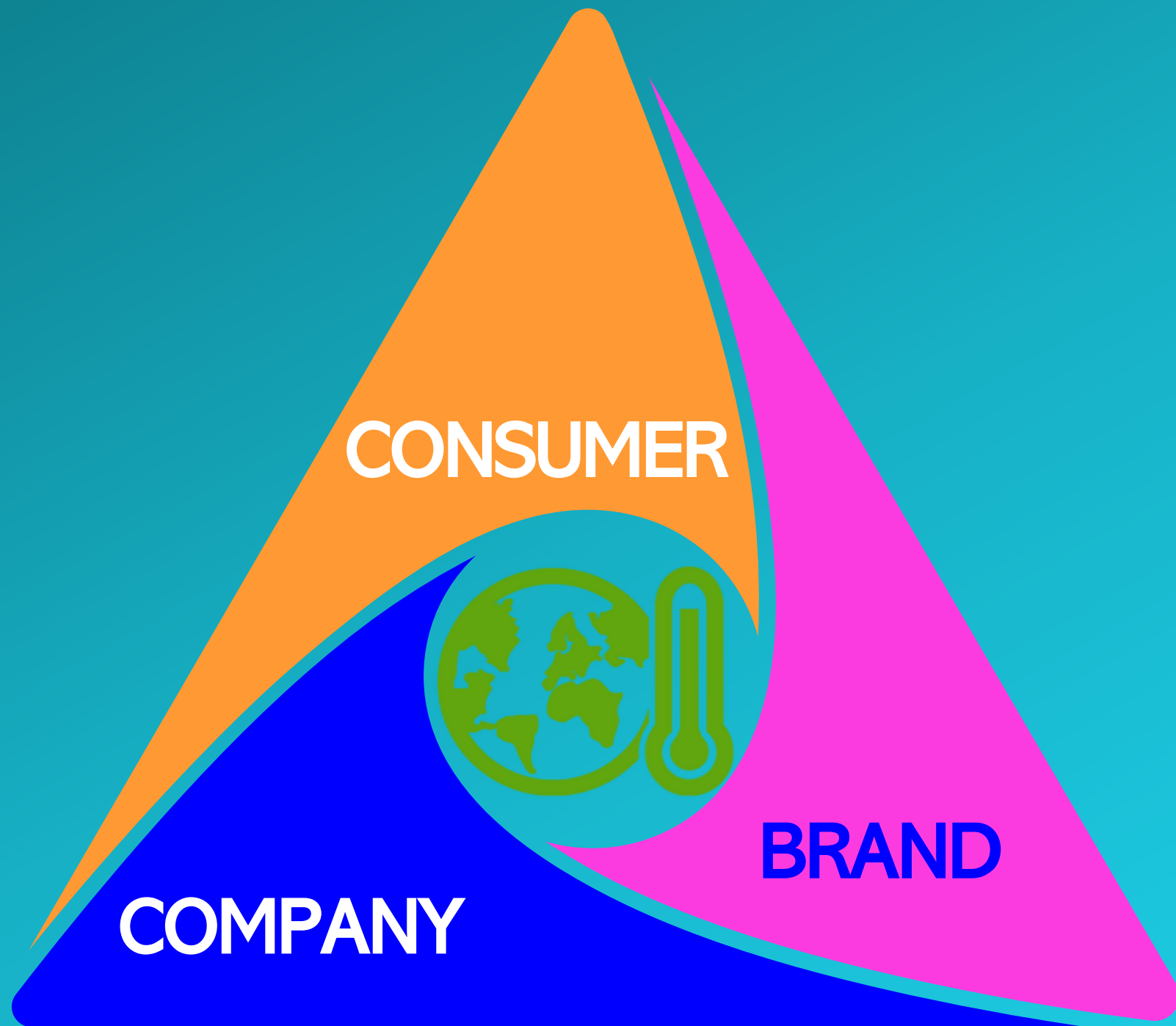
**Jupiler.**

Mannen weten waarom

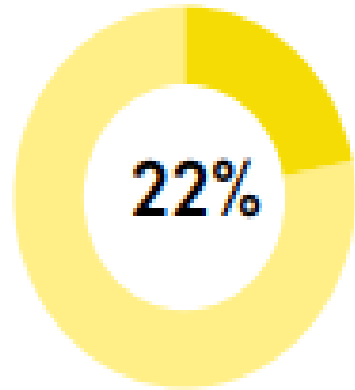
*Bier met liefde gebrouwen, drink je met verstand.*

WHAT UNITES US IS BIGGER THAN WHAT DIVIDES US









## **Marketers struggle to understand how innovation drives growth:**

Only 22% of marketing departments have clarity on the themes of innovation that drive growth in their company.



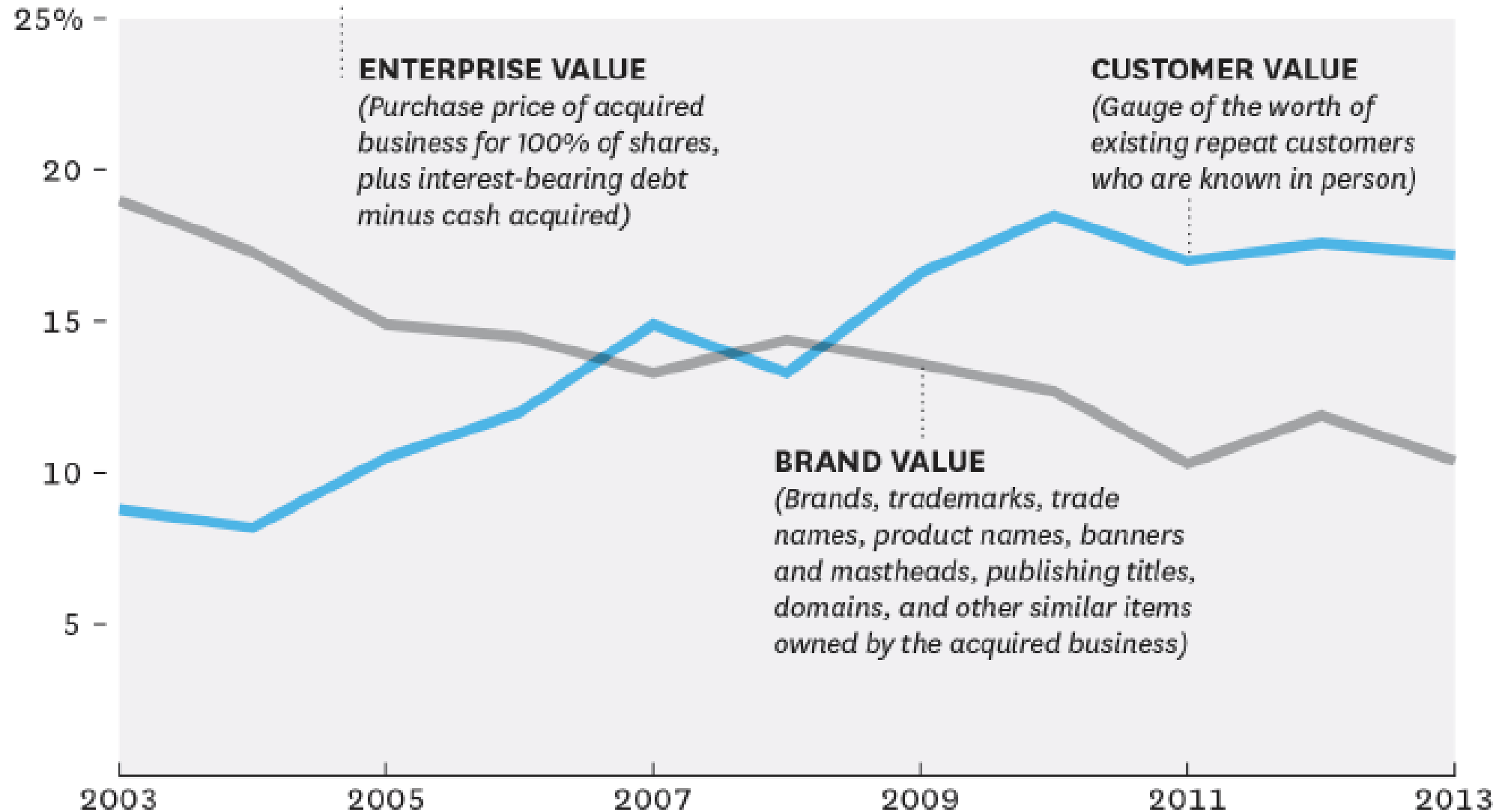
Fast-moving consumer goods  
**FAILURE RATE** INNOVATIONS  
80%-85%

1. NEGLECTING TO ADDRESS A BROAD CONSUMER NEED
2. FAILING TO PROVIDE A SATISFACTORY 1<sup>ST</sup> PRODUCT EXPERIENCE
3. PROVIDING INSUFFICIENT MARKETING SUPPORT



# The Declining Value of Brands (and the Rise of Customer Relationships)

PERCENTAGE OF ENTERPRISE VALUE





# MARKETING EFFECTIVITY UNDER PRESSURE

1. Increased competition in every given market : Industrial, B2B, B2C
2. Increased sharing of international data & knowledge
3. Increased possibilities of direct consumer/customer contact & feedback





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Philip de Cleen

PHILIP DE CLEEN

# Marketing

GO WITH THE FLOW

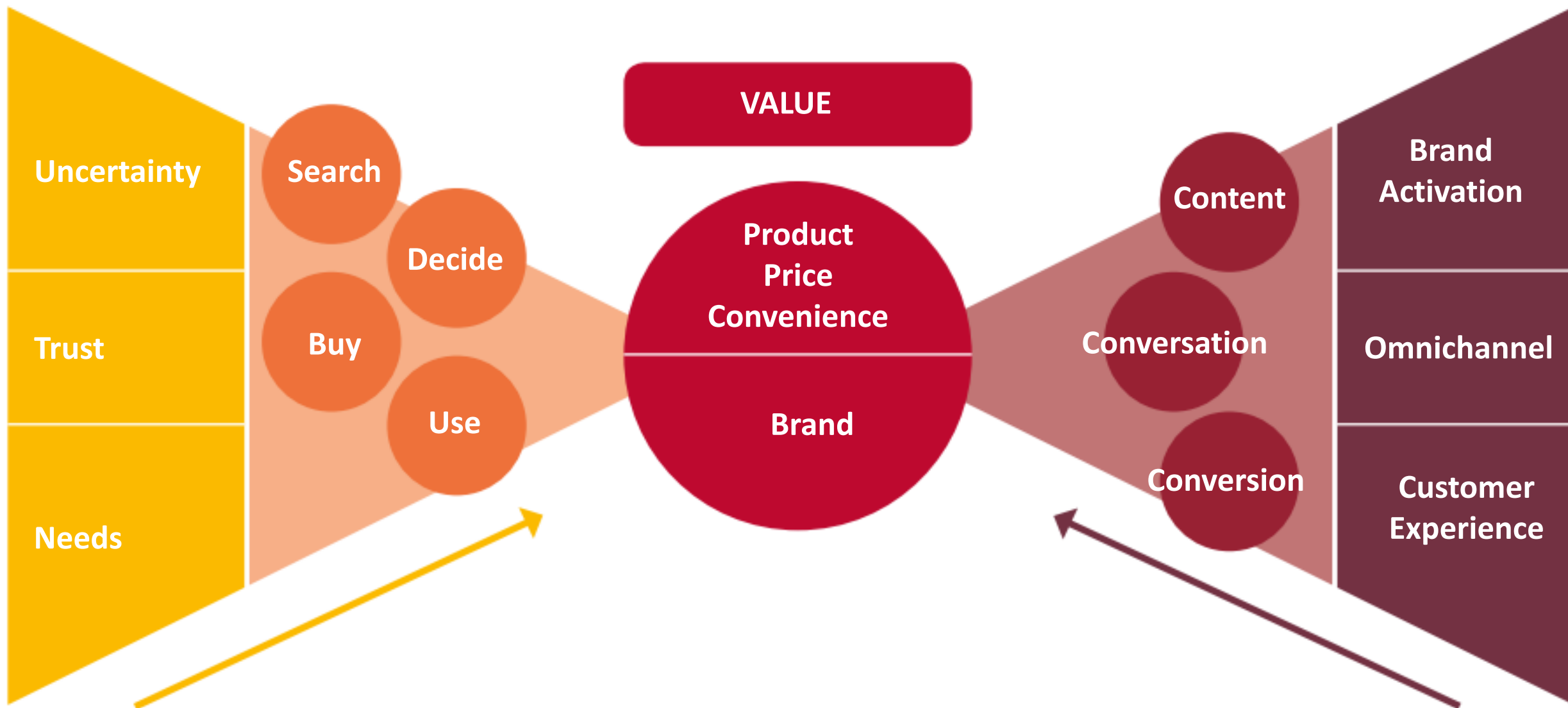
CAMPUS HANDBOEK

CAMPUS HANDBOEK

CONSUMER

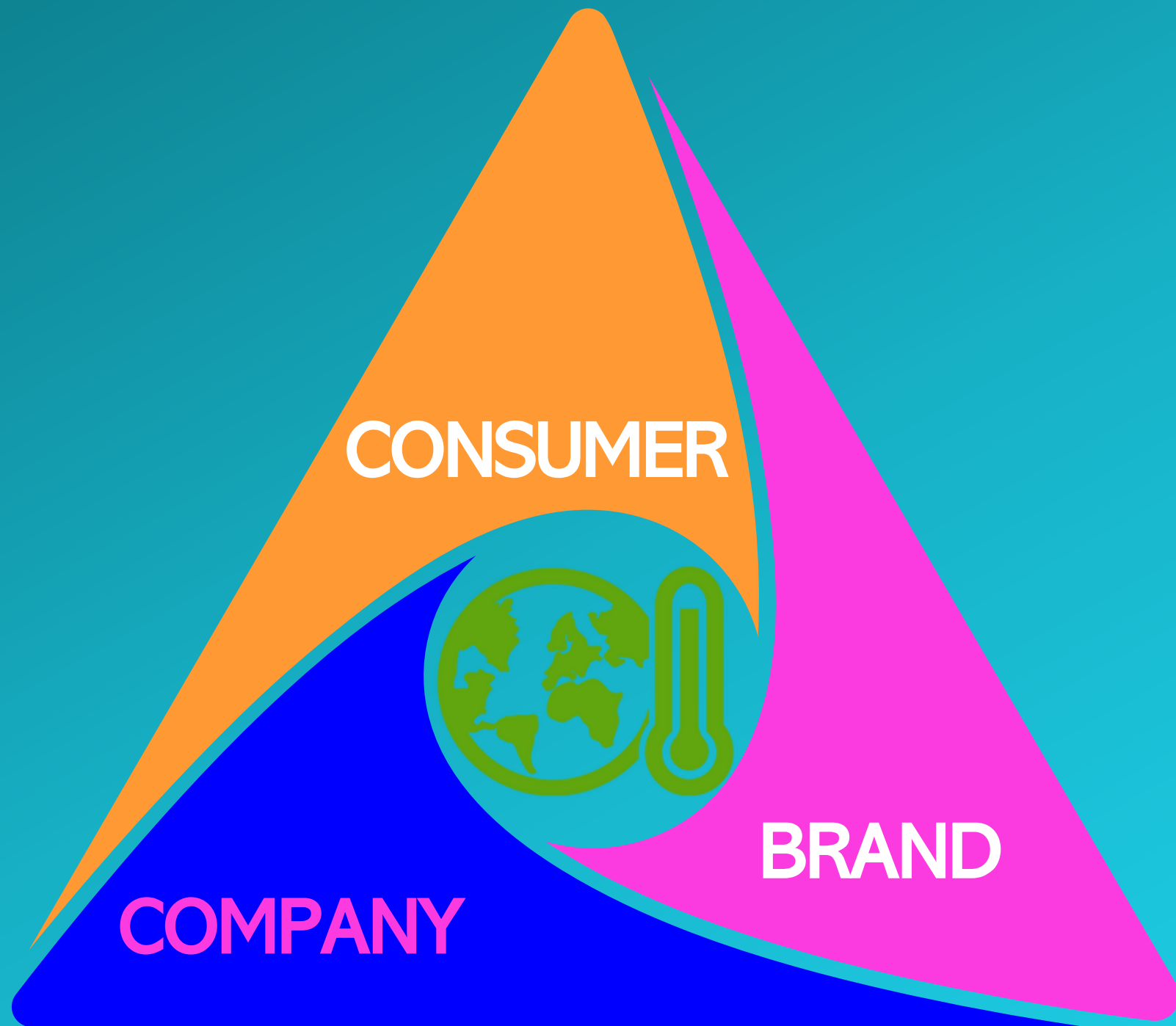
# Flow Marketing.

FLOW MARKETING









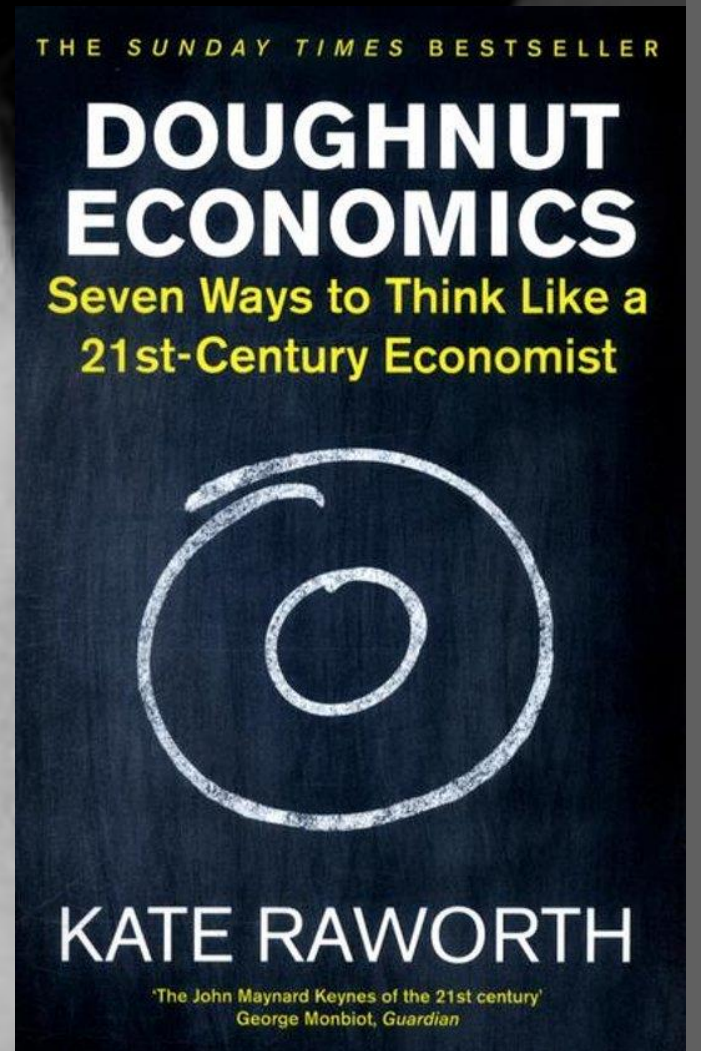


**NEW**

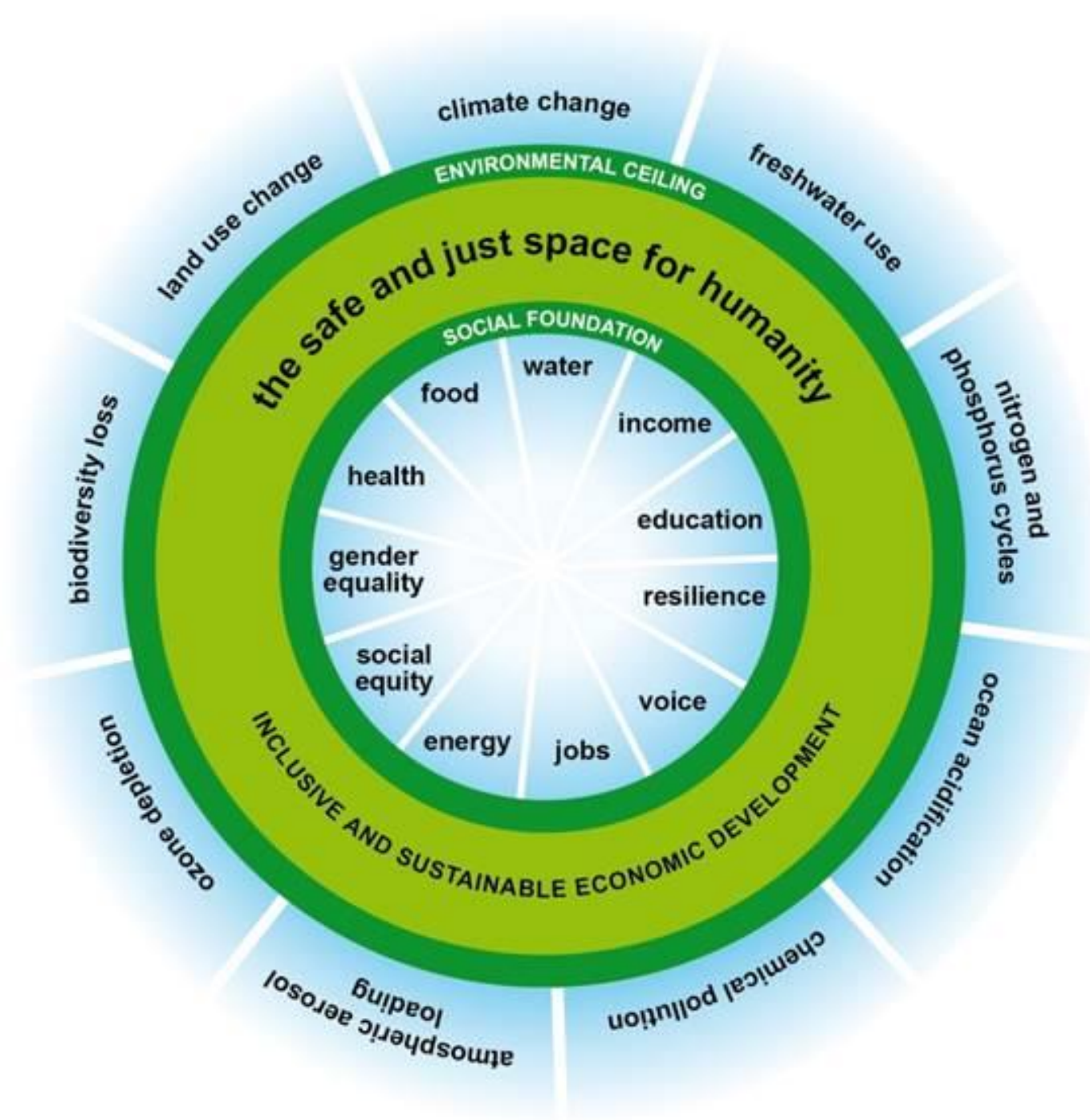
OPEN ANCHORING ?

OPEN VERANKERING ?<sup>©</sup>

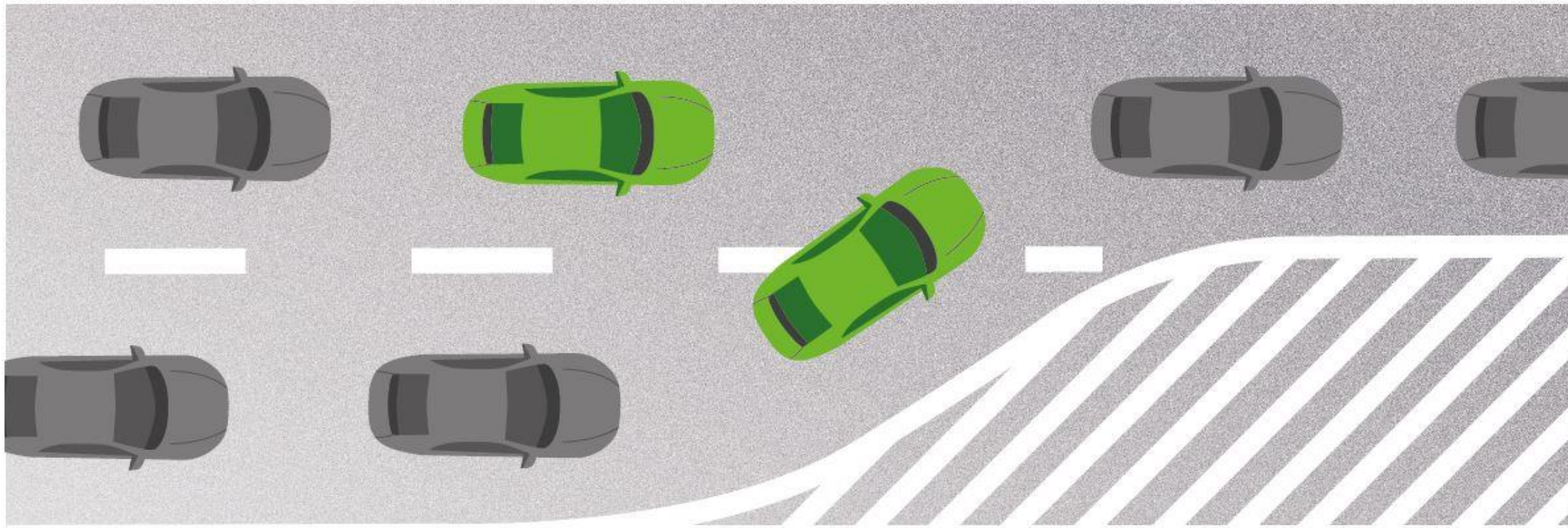




KATE RAWORTH







**Rits vooraan,  
file zo gedaan.**



# THE PRISONER'S DILEMMA

	<b>B stays silent (cooperates)</b>	<b>B betrays A (defects)</b>
<b>A stays silent (cooperates)</b>	<b>Both serve 1 year</b> 2	<b>A serves 3 years, B goes free</b> 3
<b>A betrays B (defects)</b>	<b>A goes free, B serves 3 years</b> 3	<b>Both serve 2 years</b> 4

# THE PRISONER'S DILEMMA

	<b>B stays silent (cooperates)</b>	<b>B betrays A (defects)</b>
<b>A stays silent (cooperates)</b>	<b>OPEN VERANKERING</b>	<b>A serves 3 years, B goes free</b>
<b>A betrays B (defects)</b>	<b>A goes free, B serves 3 years</b>	<b>Both serve 2 years</b>

## II. WHICH VALUE-CHAIN ?

**Instant Critical Consumer**  
switching brands easily  
adopting new solutions quickly

**Brands under pressure**  
innovation struggle  
closer to customer

**Companies : open anchoring ?**  
growth at what cost ?  
take 1st step





# III. JUST DO IT.

*“The cost of inaction is much higher than the investment to reduce emissions significantly., including damage from floods, storms and forest fire.”*

*Scientists for Climate*

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A woman with short, wavy brown hair and blue eyes is shown from the chest up. She is wearing a dark blue, ribbed, button-down shirt. She is looking slightly to her right with a thoughtful expression, her mouth slightly open as if speaking. The background is a wooden bookshelf filled with numerous books, mostly with blue and white spines. The lighting is soft and even.

**LINDA STEG**




# CITIZENS (not industry)

1. Only 2% of european citizens do not believe in climate change
2. Biggest gain : energy consumption => residential heating / travel / meat & dairy consumption
3. Change of behaviour ⇔ Stress advantages of new behaviour & repeat what people did good in the past.
4. Impact of environment : work & leisure

**Fuck Calimero !**



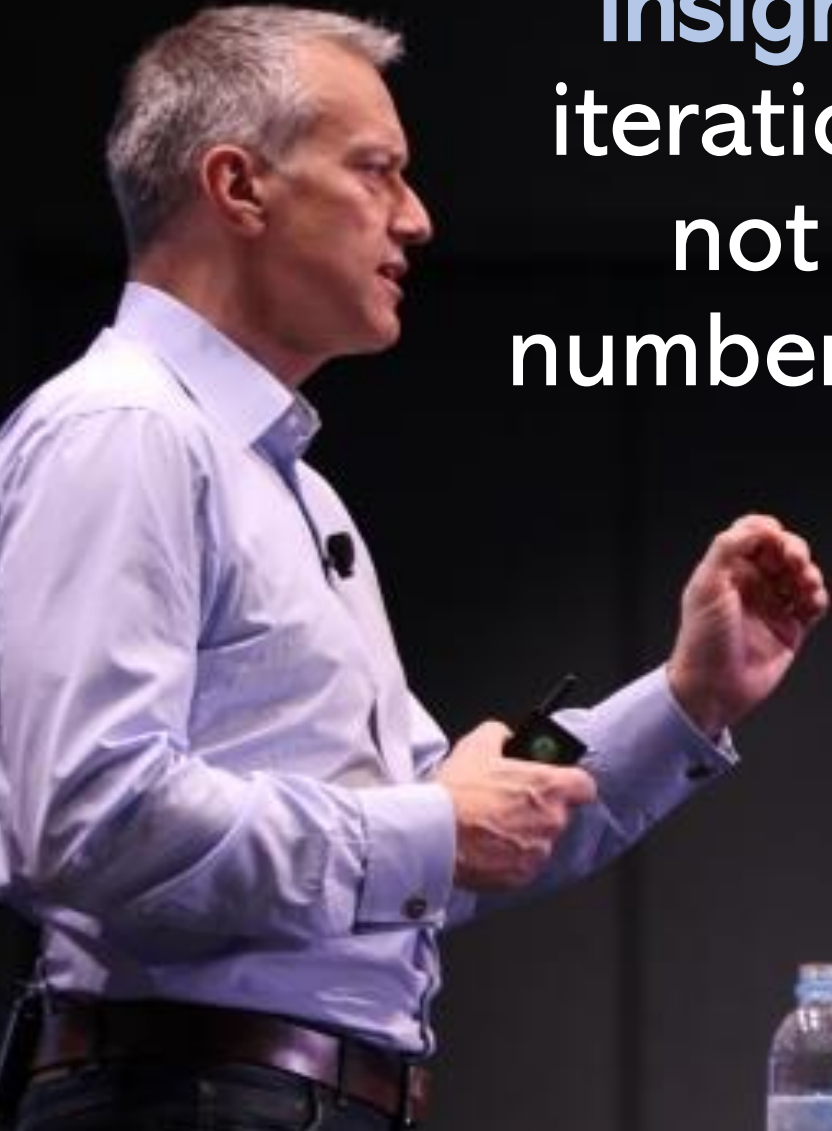
A man with short grey hair, wearing a light blue button-down shirt, is shown in profile from the waist up. He is holding a small black device in his right hand and gesturing with his left hand. He appears to be speaking at a podium or on a stage. The background is dark and out of focus.

“We must be more agile  
and get things to market  
quicker.”

CEO James Quincey



“If we can't become faster, more experimental, cycle faster through ideas, experiments, insights and learnings – and on to the next iteration – then we won't be able to expand not just across categories, but across the number of countries we need to succeed in.”



No Pain

No Gain

# COLLABORATIVE INNOVATION

Learnings from Board of Innovation – Mike Pinder

~~Co R&D~~ = 'lucky shot'



**Mike Pinder**

Senior innovation consultant

# COLLABORATIVE INNOVATION

## Learnings from Board of Innovation – Mike Pinder

### I. Customer Desirability

Kick-off radical exploration : customer/consumer **Pain/Problem**

### II. Radical

### III. Customers, suppliers, central organisation



**Tide**

32  
LOADS  
BRASSÉES

ORIGINAL

DETERGENT  
DÉTERGENT

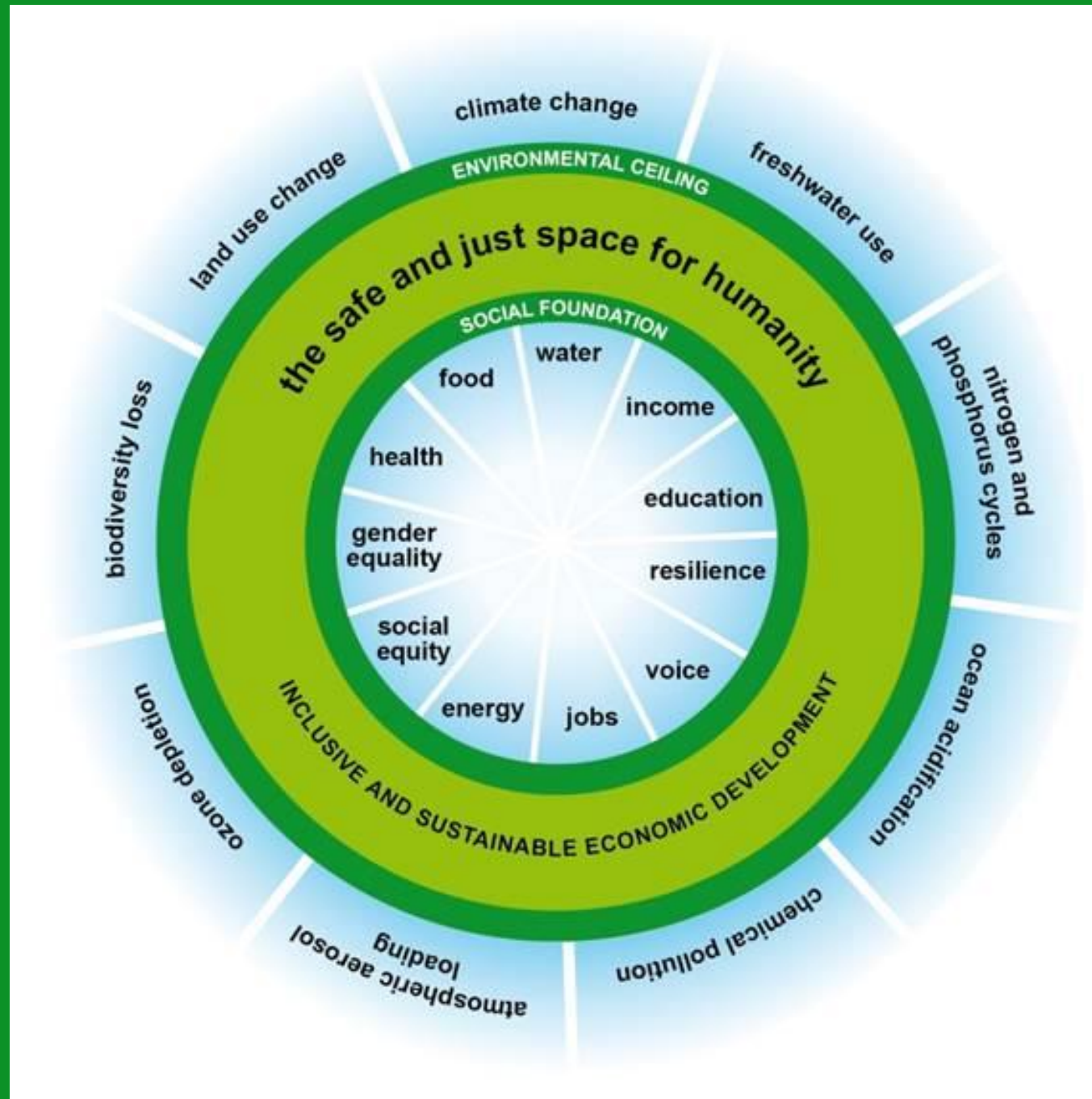
CAUTION: EYE IRRITANT. HARMFUL IF SWALLOWED. SEE BACK LABEL.  
ATTENTION: IRRITE LES YEUX. NUISIBLE SI INGRÉ. LIRE L'ÉTIQUETTE AU DOS.



1.47 L (1.56 US QT/PTE E.-U.)  
50 FL OZ LIQ.









WEPARK

## **SF Is so Expensive That People Are Using Parking Spots as Offices**



**USE THE SOURCE**





# Moonshot collaboration

Company 1  
Company 2  
Company 3

**END  
GOAL**

Define the destination

**VALUES**

Define the underlying values

**BELIEF**

Define the joint story



# III. Do or Die

**Fuck calimero**

Experimenting & testing

**No pain no gain**

Focus on real consumer/customer pain.

*Science/technology is just a facilitator.*

**Use the source**

But first : create joint story & joint values

**HELLO  
MY NAME IS**

A large white rectangular area for writing a name, framed by a red border. The area is empty and intended for a person to write their name in.

# Inspiration ?

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(WE)

Close harmony  
tussen intermenselijke,  
innermenselijke en  
uitermenselijke  
intelligentie

MYSELF

&

<A•I>

Herman Konings  
& Stefaan Vandist

LANNOO

STEEFAAN VANDIST





# Network with me ?

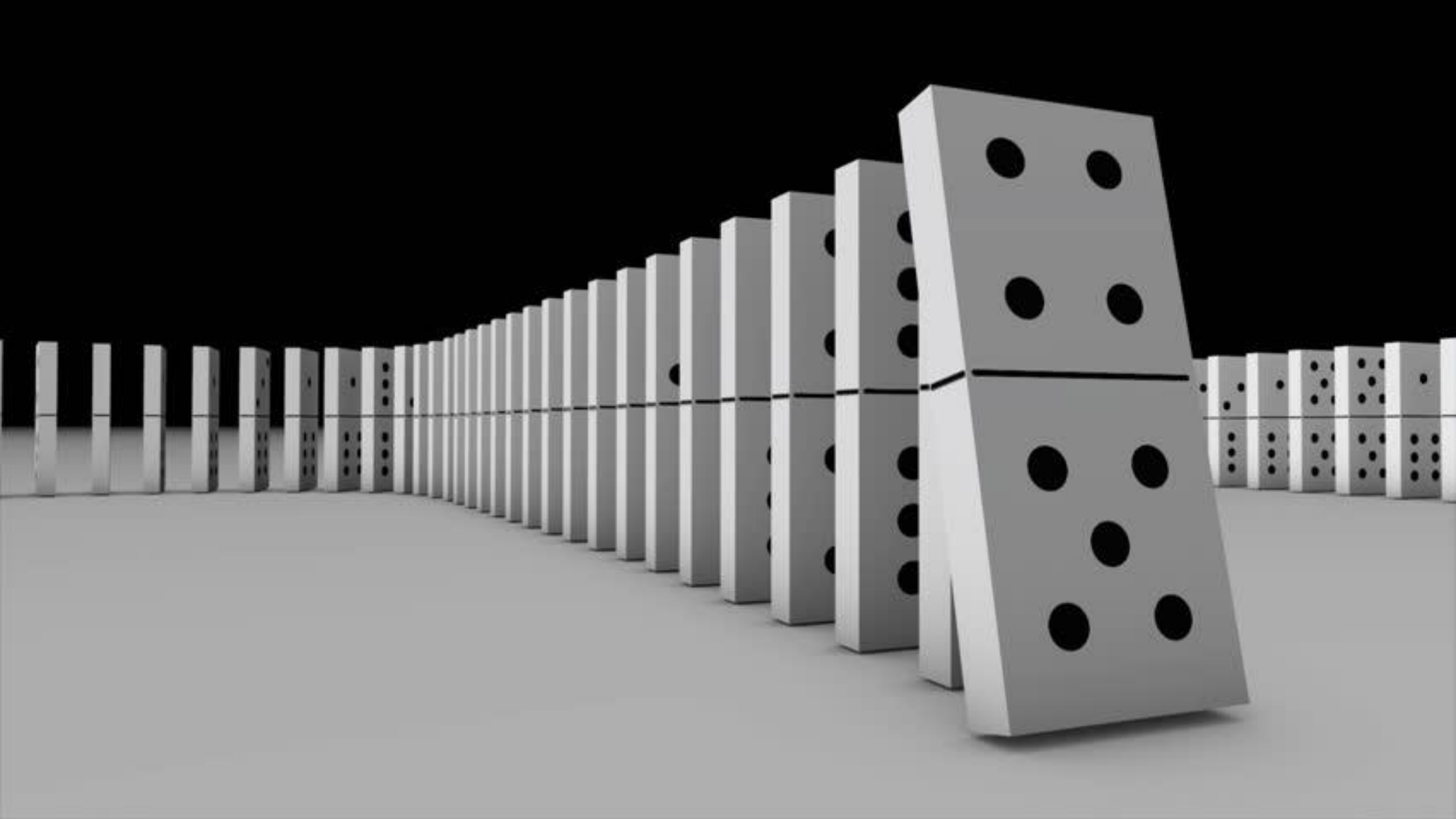
**Philip De Cleen**











**THANK  
YOU**

**CATALISTI**

# 'Man in the arena'

Roosevelt – 109 years old

*"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better.*

*The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming;*

*but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause;*

*who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat."*

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