



WE CANNOT  
PREDICT THE  
FUTURE,

BUT WE CAN  
INVENT IT

**NEXUS**  
TRAINING & DEVELOPMENT

*Strategic*  
**INNOVATION+**  
Driving Change to Overcome Disruption

Prof. Joachim De Vos, MSc. MBA  
LIVING TOMORROW  
TOMORROWLAB  
Prof. UGHENT, Europe

WHY  
INNOVATION  
FAILS

# OUR HISTORY





WHY  
INNOVATION  
FAILS

# LIVING TOMORROW MAIN THEMES



FUTURE MARKET INNOVATIONS  
&  
PRODUCT RESEARCH



# ARE YOU LIVING TOMORROW?





HOME 2030+









CHANG 219

LIVING TOMORROW

LIVING TOMORROW

CHANG

CHANG

CHANG







# WHY INNOVATION FAILS

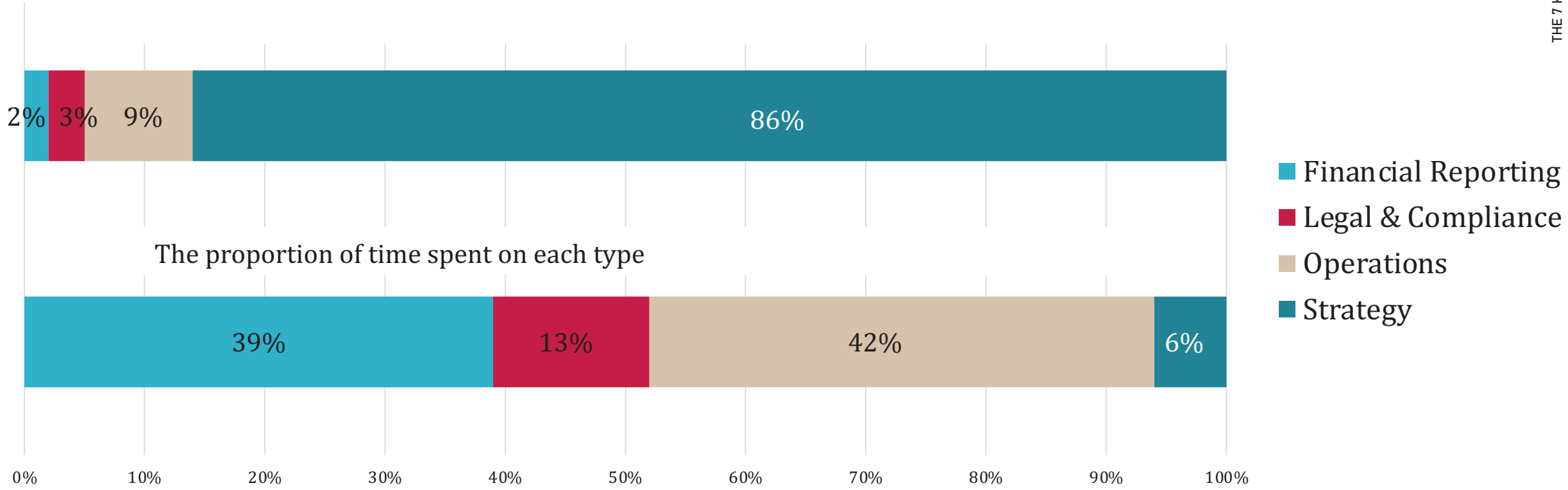
The 7 keys  
to success

JOACHIM DE VOS





# ORGANIZATIONS LOOK FOR RISKS IN THE WRONG PLACES



Source: CEB/ Harvard. - Why Innovation Fails - 7 keys to success - Joachim De Vos - Lannoo Campus 2022



“I believe a project like Living Tomorrow — where you are brainstorming about what is possible and you’re getting people to come in, look at it, and talk about what this all means — is really fantastic...

**BILL GATES**





WHY  
INNOVATION  
FAILS

4 THINGS

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WHY

INNOVATION

FAILS

7 KEYS TO SUCCESS



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WHY

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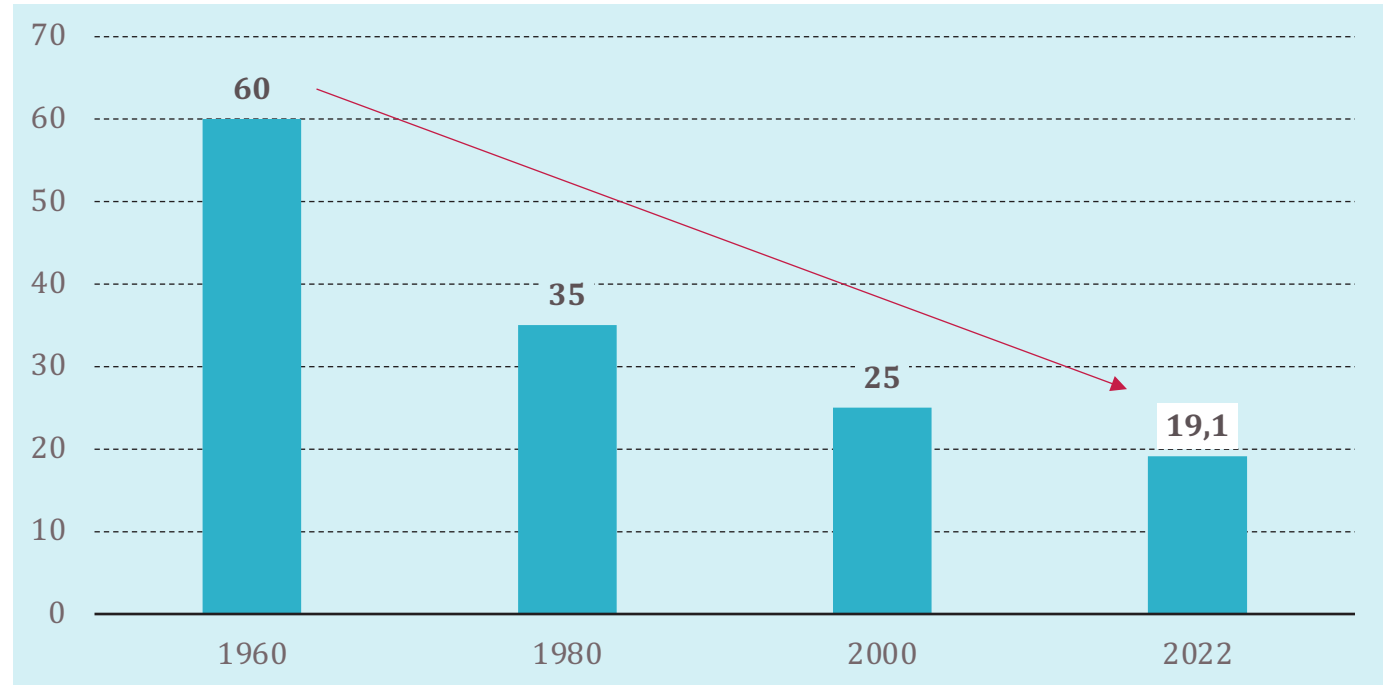
7 KEYS TO SUCCESS



# THE PACE OF CHANGE IS INCREASING

At current rate,  
75% of S&P 500  
will be replaced  
by 2033

Average life on the S&P 500 index (years)



Sources: INNOSIGHT / Richard N. Foster / S&P / Euronext



... THAT ARE  
ALSO  
PROFOUNDLY  
AFFECTING  
OUR ....



WHY  
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4 THINGS

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WHY

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7 KEYS TO SUCCESS



WHY  
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# Innovation

involves the exploration of new ideas that can produce **successful** products, services, processes or **profitable** business models.



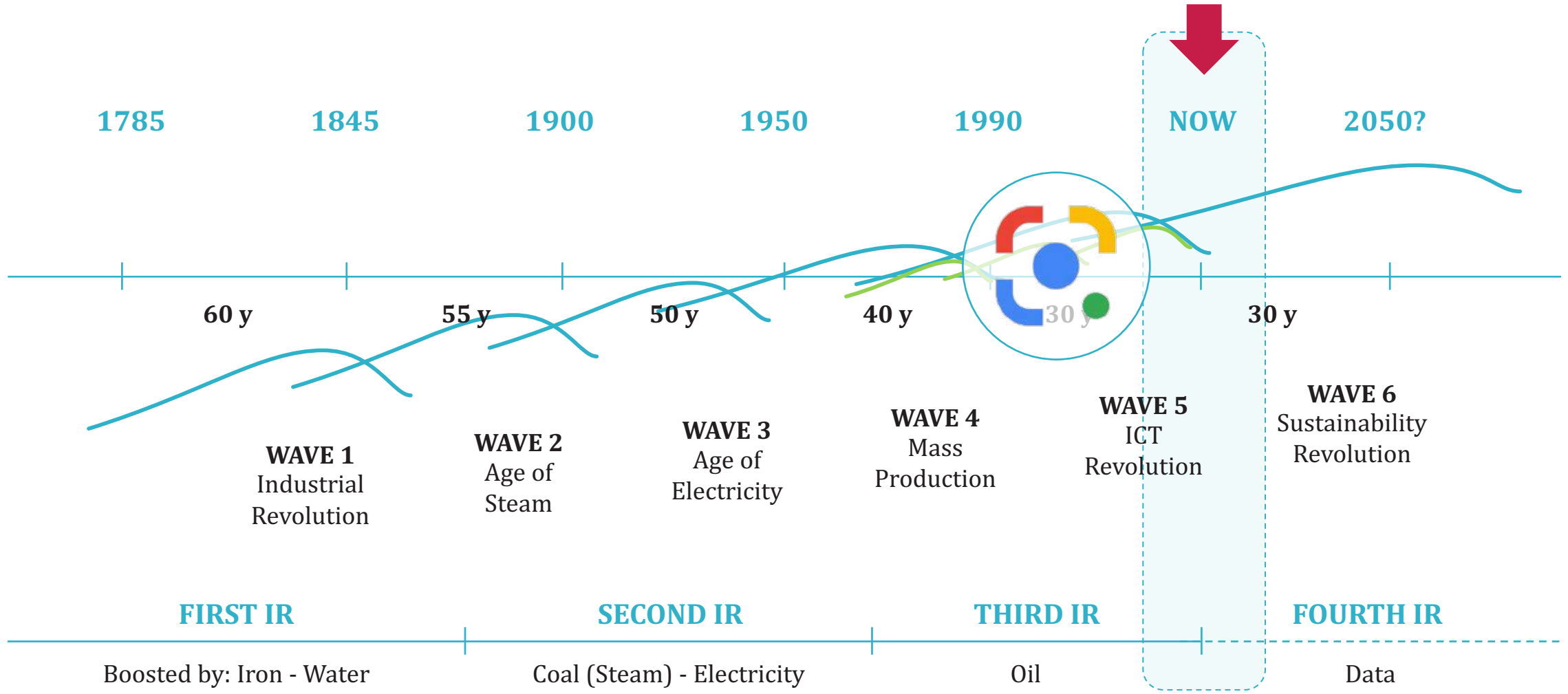
WHY  
INNOVATION  
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# INNOVATION WAVES

Schumpeter



**WHY  
INNOVATION  
FAILS**



# IT WAVES CHANGING BUILDINGS



Automated Building



Smart Building



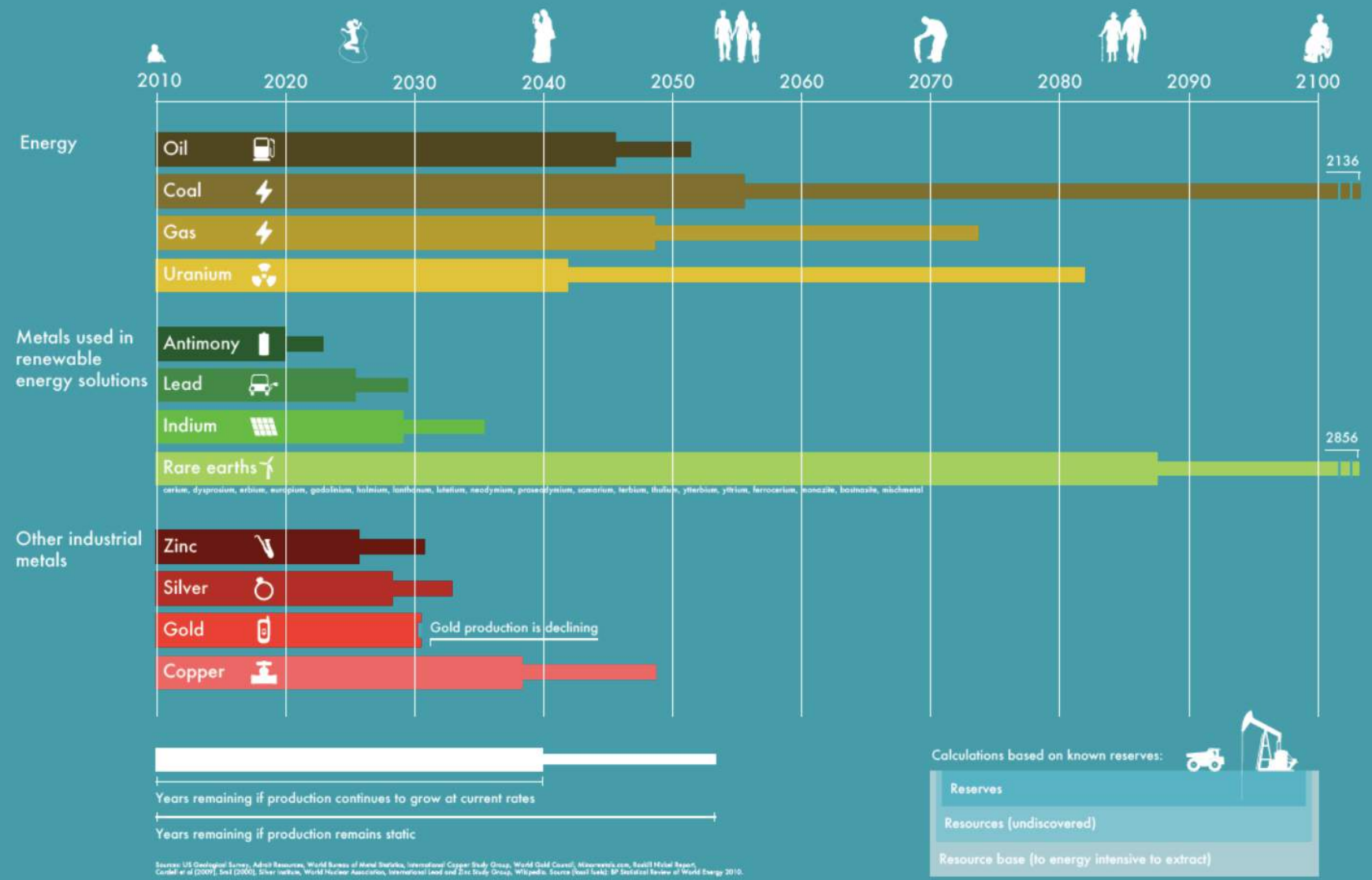
Cognitive Building



# 6TH WAVE OF INNOVATION



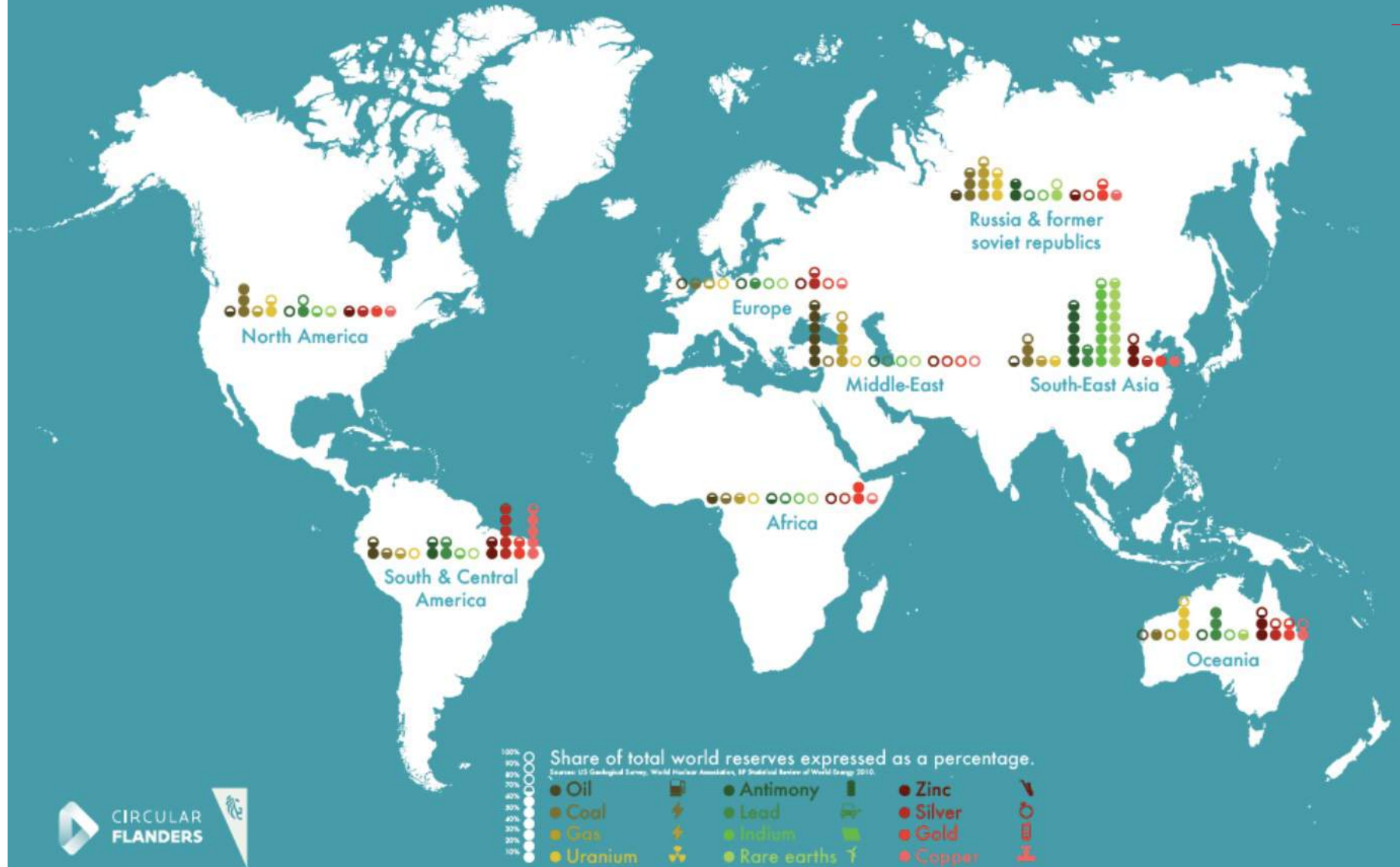
# BORN IN 2010: HOW MUCH IS LEFT FOR ME?





# WHERE TO FIND THE LEFTOVERS?

## Where to find the leftovers?



WHY  
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4 THINGS

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WHY

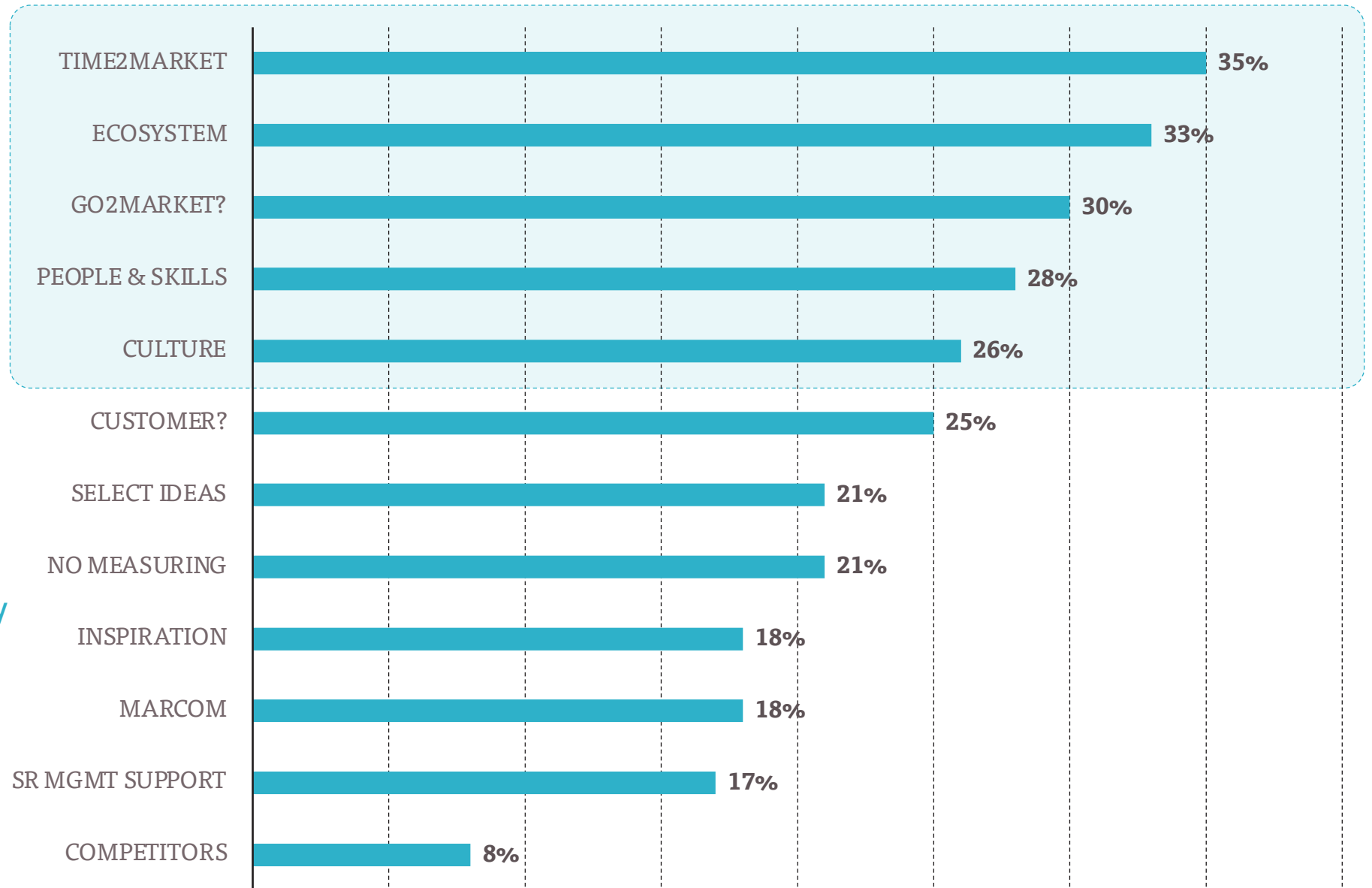
INNOVATION

FAILS

7 KEYS TO SUCCESS

WHY  
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FAILS

“If you are not completely satisfied with the ROI on innovation, what are the obstacles you face?”





WHY  
INNOVATION  
FAILS





Steven Sasson with  
digital camera, 1975

© Courtesy of Kodak archive

WHY  
INNOVATION  
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4 THINGS

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WHY

INNOVATION

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7 KEYS TO SUCCESS



# WHY INNOVATION FAILS

**KEY 1:**  
Focusing your tech lenses on the future

**KEY 2:**  
Is your organisation Future Fit?

**KEY 3:**  
Innovation structures

**KEY 4:**  
Putting together a winning innovation team

**KEY 5:**  
Three horizons for building the future

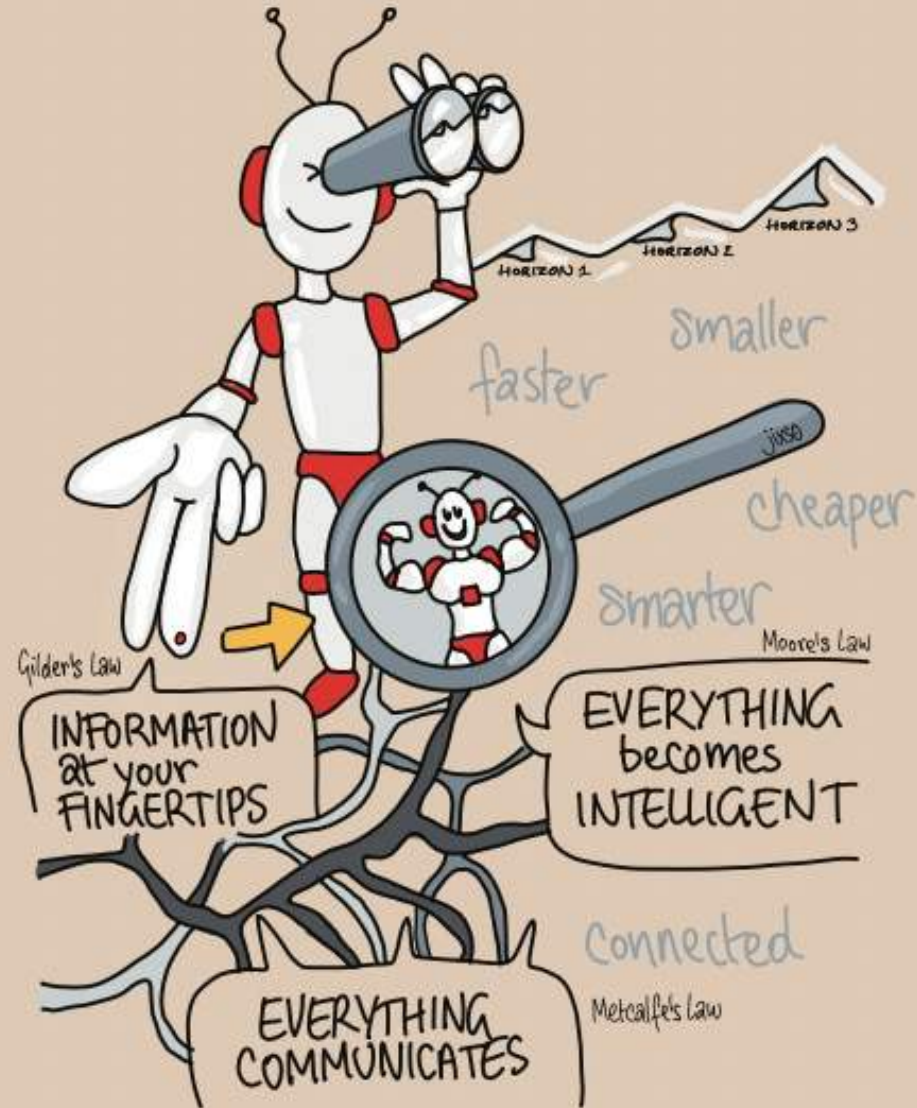
**KEY 6:**  
Scenarios as the core of your innovation

**KEY 7:**  
Develop ecosystems

**BONUS KEY:**  
Stay alert with early warning systems

# KEY 1

## FOCUSING YOUR TECH LENSES ON THE FUTURE



# MOORE'S LAW

Processor  
performance  
doubles every  
2 years

More performance  
Nanotechnology  
Lower costs

“Everything  
becomes intelligent”



WHY  
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FAILS

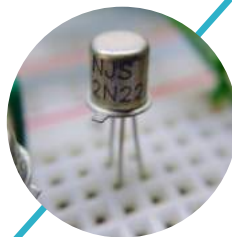
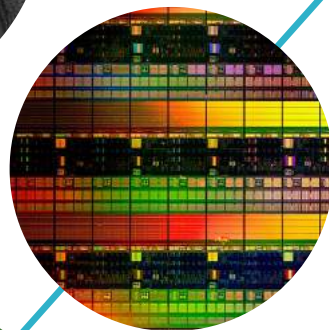
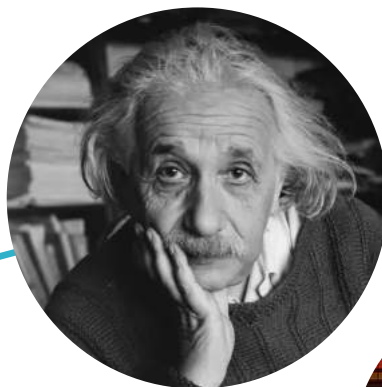


WHY INNOVATION FAILS



**Stopping for traffic control in 0 ft**  
Use accelerator or cruise stalk to continue

WHY  
INNOVATION  
FAILS





WHY  
INNOVATION  
FAILS

# GILDER'S LAW

Bandwidth  
triples every  
12 months

Ultrafast  
'Cloud'  
Always on

"Instant  
Availability"



WHY  
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6G is coming...



WHY  
INNOVATION  
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**SPEEDTEST** by OOKLA 5/13/2021

@Speedtest 4:47 PM GMT

**DOWNLOAD** Mbps **560.04** **UPLOAD** Mbps **38.78**

Ping 13ms

SpaceX Starlink Berlin < 50 mi  
Speedtest.net & 3 others



# METCALFE'S LAW

The value of a network is the square of the number of nodes participating in the network

Value(network) =  
nodes<sup>2</sup>

“Everything  
communicates”

WHY  
INNOVATION  
FAILS



INTERNET OF EVERYTHING

What does this  
mean?



"Any sufficiently  
advanced  
technology  
is indistinguishable  
from magic."

-- Arthur Clarke

A close-up photograph of a person's hand pressing a glowing blue button. The button is oval-shaped with a metallic silver border and a bright cyan glow. The text 'FUTURE' is positioned above a horizontal line, and 'START' is positioned below it, both in white, bold, sans-serif capital letters. The background is a dark, textured surface.

**FUTURE**  
**START**



## KEY 2

# IS YOUR ORGANISATION FUTURE FIT?

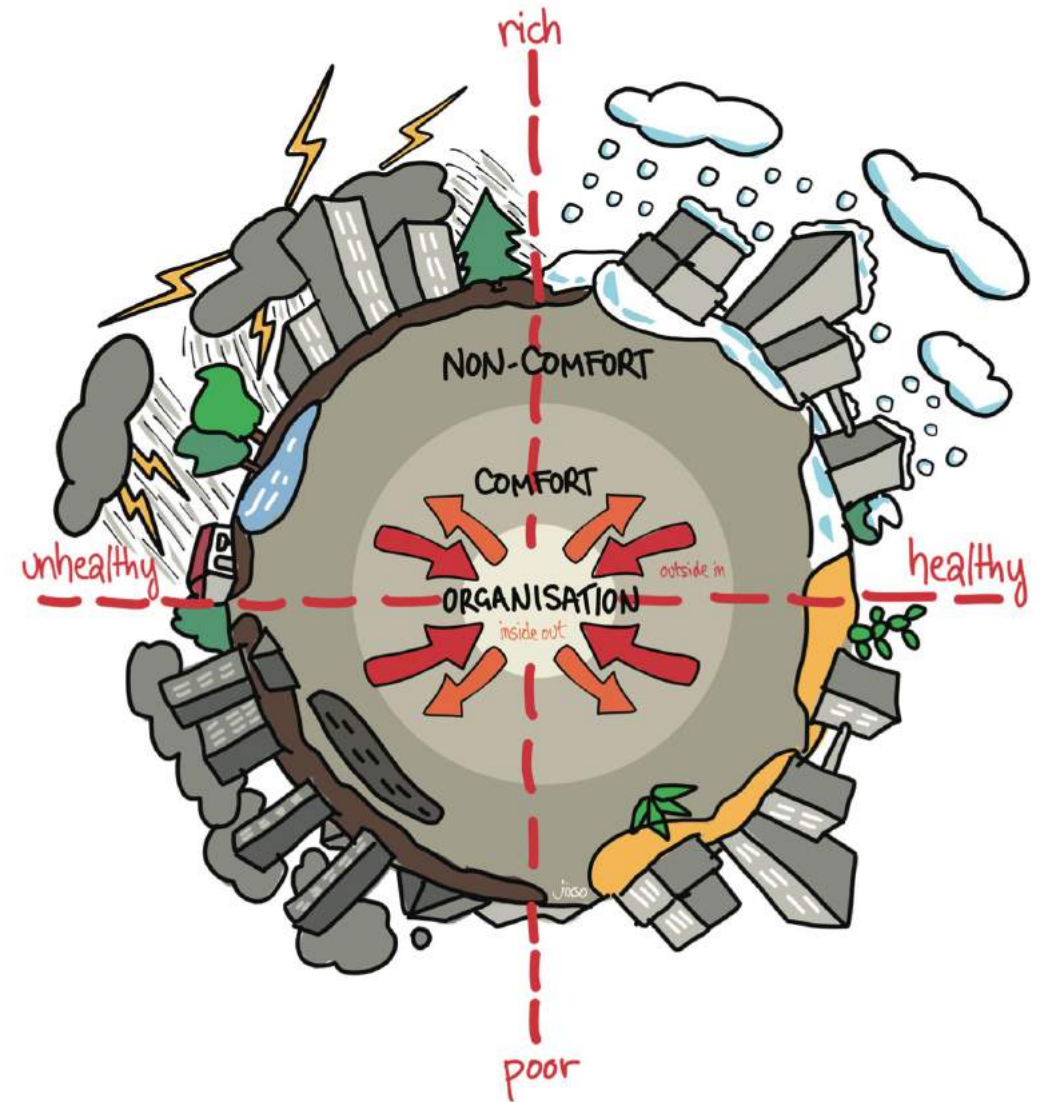


*Future Fitness Formula* =  $\frac{\textit{Vision} \times \textit{Speed} \times \textit{Agility}}{\textit{Experience}}$

**in TUNA times**

## KEY 6

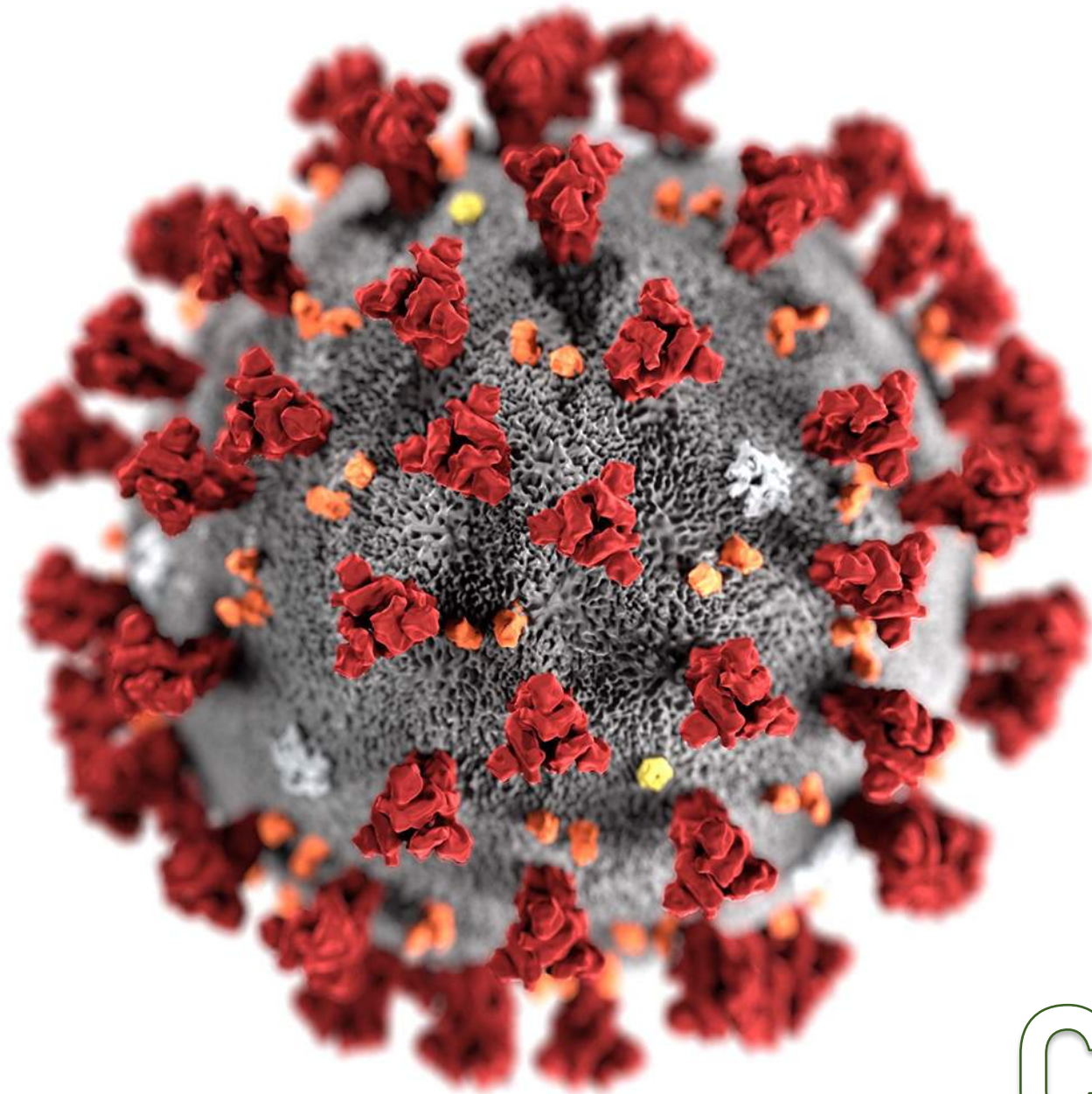
# SCENARIOS AS THE CORE OF YOUR INNOVATION STRATEGY





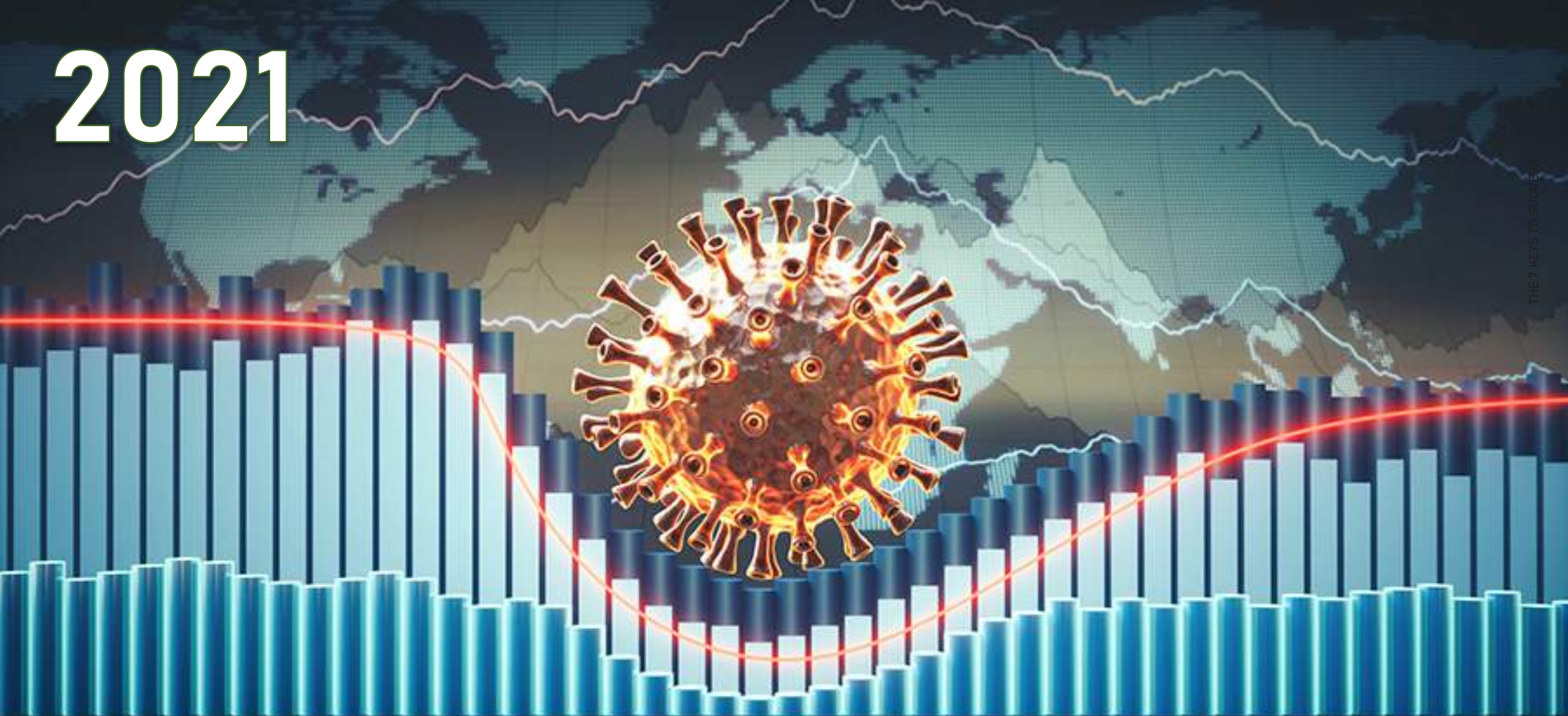


2020



COVID19

2021



**Raw material crisis**



2022

WAR



THE 7 KEYS TO SUCCESS



2022

# ENERGY CRISIS

THE 7 KEYS TO SUCCESS



**Energy  
Prices**

**2022**

**CRYPTO & TECH  
CRISIS**

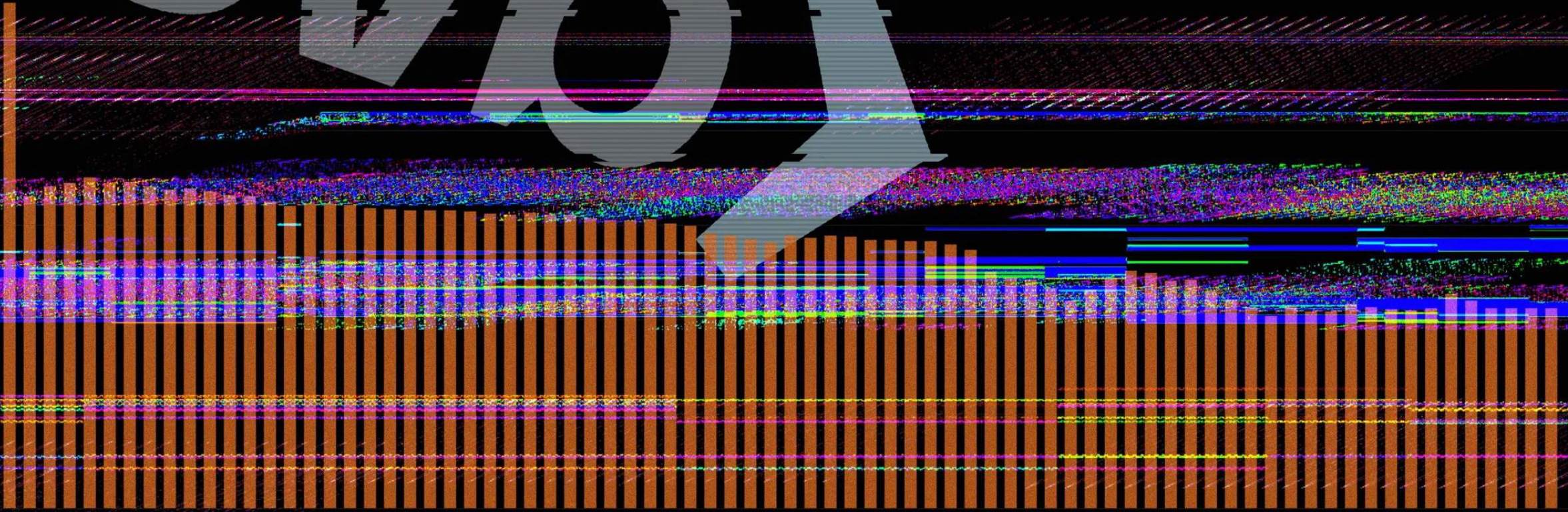




2023

NEW BANKING  
CRISIS ?

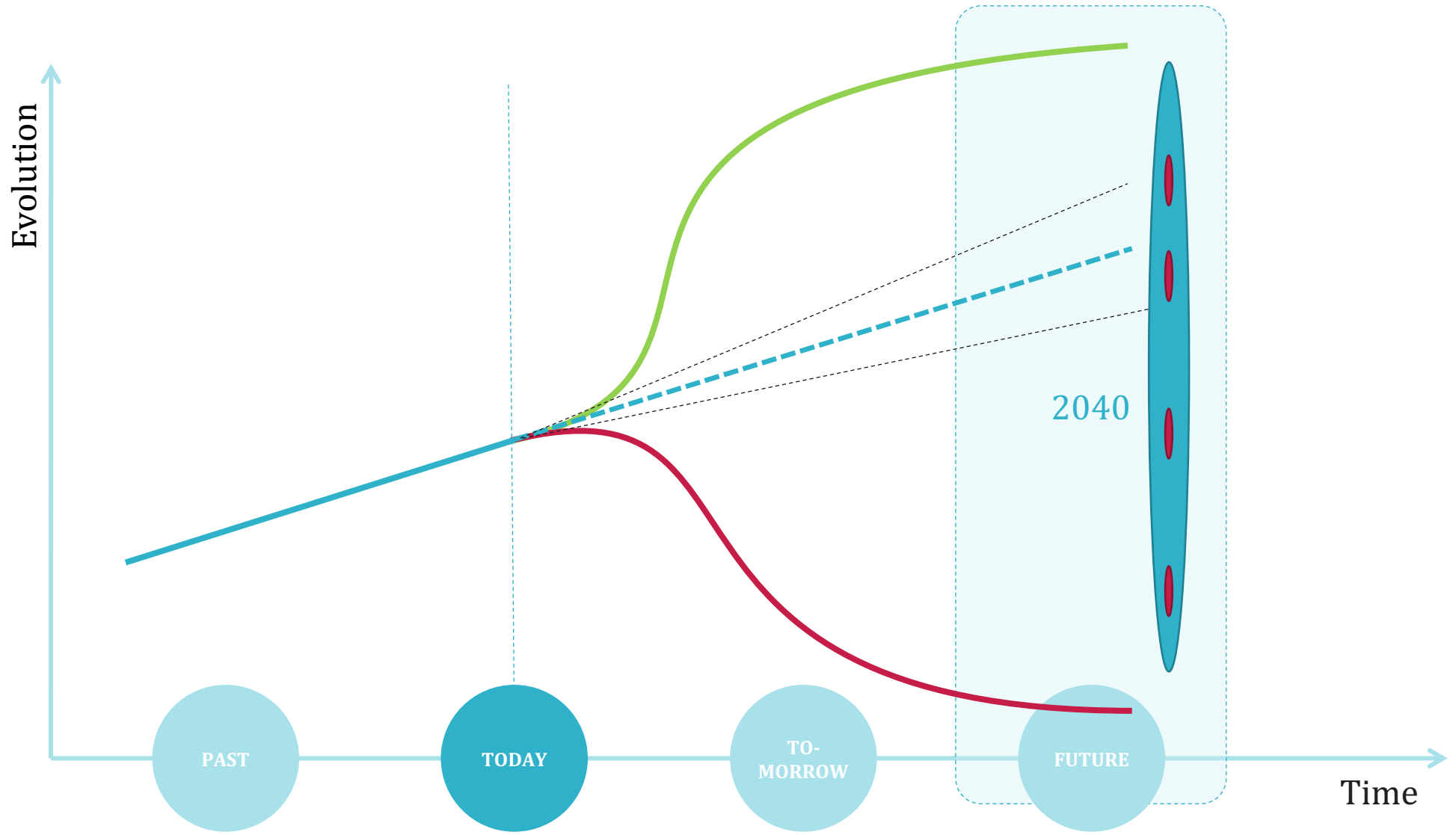
Swb



TO SUCCESS



WHY INNOVATION FAILS



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# MAKE INNOVATION SUCCEED

WHY  
INNOVATION  
FAILS



# THANKS

