## Business renewal and innovation fueled by cross-sectoral cooperation Cases from design and fashion

Betina Simonsen Managing Director

Development Centre UMT The secretariat of Innonet Lifestyle-Interior & Clothing

www.innonetlifestyle.com







- 1. Def. creative economy & creative industries
- 2. Clusters' role in developing the creative industries
- 3. How do we as a cluster secure we put together the right activities to foster growth and job creation in the creative industries ?
- 4. Successes and failures in cross sectoral innovation



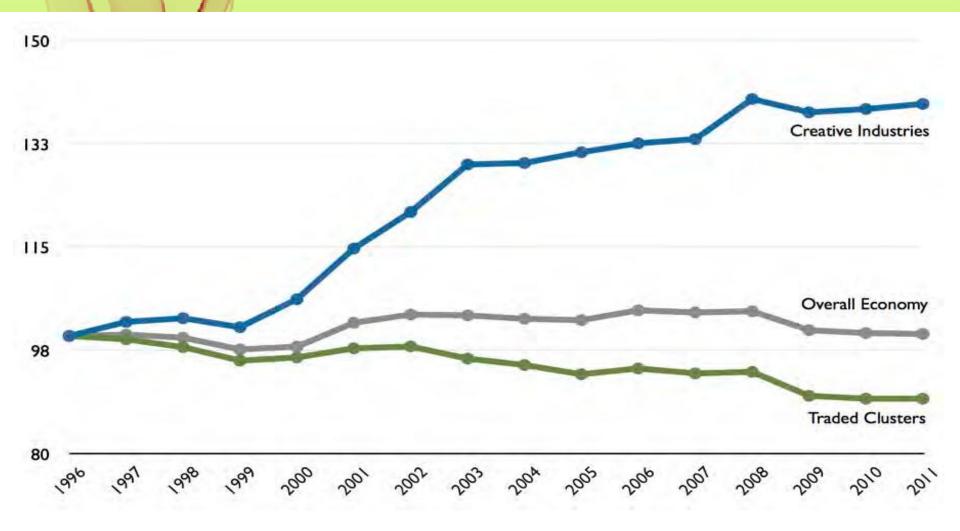
A **creative economy** is based on people's use of their creative imagination to increase an idea's value. John Howkins developed the concept in 2001 to describe economic systems where value is based on novel imaginative qualities rather than the traditional resources of land, labour and capital. The term is used to describe creativity throughout a whole economy.

**Creative industries** are limited to specific sectors such as IT, media, design, fashion, games, art etc.

## Ten Year Stock Market Growth of Creative and Innovative Companies



Source: CapIQ, Business Description Search for "Creative" and "Innovative" public companies (2015.08.13)



Source: European Cluster Panorama 2014 Evolution of Creative Industries (Employment in 1996 = 100)



# The role of clusters

The European Creative Industry Alliance:

10 recommendations to support creative industries as a driver for competitiveness and job creations

# 4: to develop and support capacity building in regional clusters

# 5: to enable and support SME internationalisation efforts



# The role of clusters

- ╋
- 1) Stimulation and facilitation of cross sectoral innovation
- 2) Professionalize entrepreneurs the growth layer the next SMEs



## **Creative clusters in Denmark:**

- Animation Hub
- Brains Business ICT North
- Infinit (IT)
- Danish Sound Innovation Network
- IT forum
- Shareplay
- Brand Base
- Interactive Denmark (digital)
- Invio (experience economy)
- Design2innovate
- Danish Light
- Innonet Lifestyle Interior & Clothing





## Who are we?

22 Innovation networks – national clusters financed by the Danish Agency for Science, Technology and Innovation (Ministry of Education and Research) on selected strategic important areas for Denmark's future growth and competitiveness.

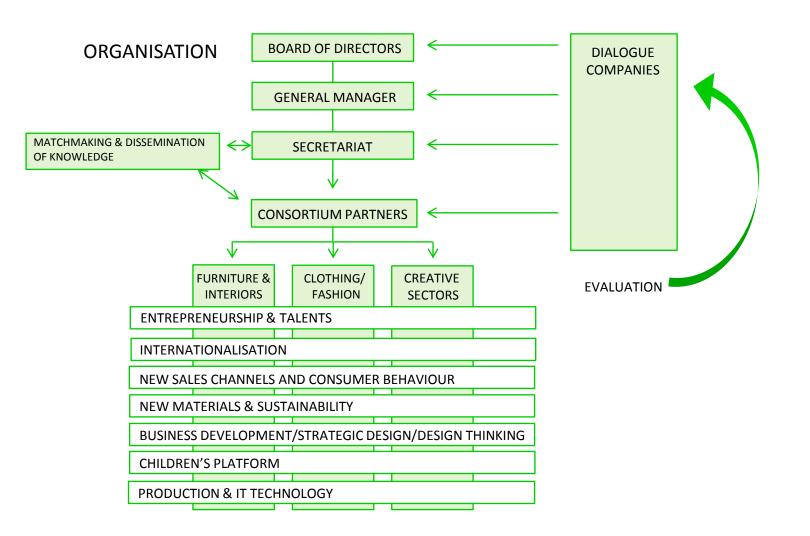
#### The networks offer a number of core activities:

*Facilitating professional secretary* with participating important knowledge partners, key private sector players and public partners.

*Bridgebuilding and meeting places* – you can find and obtain inspiration, find partners and have your ideas developed via **seminars, conferences and matchmaking** with businesses and clever people.

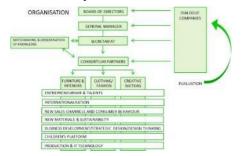
*Collaborative projects* – you can participate in a pilot project, an **innovation project** or a project with other companies' participation. The innovation network helps to put together the strongest team and find project **financing** so that good ideas can be tested and realised.

*Dissemination of knowledge* – you can engage in discussions on the **latest knowledge** within your field, and the networks can ensure **development of the required skills** to meet your business's special needs.



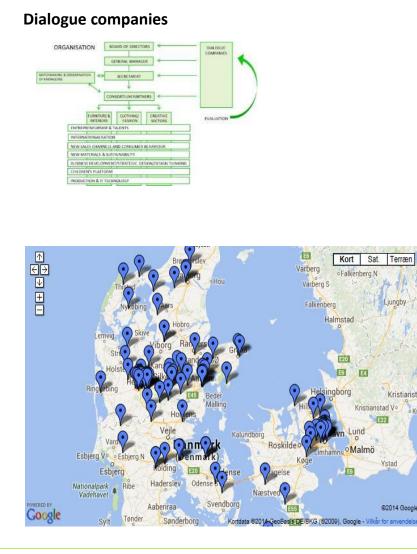


#### **Consortium partners**



Consortium partners	
University	Expertise
Aarhus University	Analyses, efficiency analysis of innovation and development in small and medium-size companies within the Innovation Network's target groups. Research, business development
Royal College of Art	Entrepreneurship and talents, research in fashion, design, architecture and interiors, multidisciplinary centre for design research focused on people, internationalisation
London College of Fashion	Research in fashion, entrepreneurship and talents, creative industries, internationalisation
Design Academy Eindhoven	Internationalisation, new materials & sustainability, business development, design thinking, strategic design, production and IT technology
Copenhagen Business School	Research and expert knowledge within sales channels and consumer behaviour, business development.
Aarhus School of Architecture	Business development, design thinking and strategic design, service design and development of business models, creative industries
Kolding School of Design	Sustainability, materials, product and service design, entrepreneurship, fashion, international projects, research
The Royal Danish Academy of Fine Arts	Fashion, entrepreneurship and talents, sustainability, research, product and service design, creative industries
GTS	Expertise
The Alexandra Institute	IT technology, consumer behaviour, entrepreneurship, creative industries
The Danish Technological Institute	Research in new materials, test facilities, sustainability, production technology
Professional college	Expertise
ΤΕΚΟ/ VIT	New materials, sustainability, entrepreneurship & talents, business development, production technology
KEA	Sustainability, materials, methods & didactics. KEA also has a research and innovation centre with F&ICK, which addresses the mixture between research and action.
Knowledge environment	Expertise
Development Centre UMT	Management of the secretariat, administrative facilitation of development processes, business networks, communication, matchmaking, sharing of knowledge, internationalisation
Innovation Lab	Consumer behaviour, IT technology, Internationalisation, trends
The Danish Fashion Institute	Fashion, national and international networks, business development in the fashion sector, sustainable fashion, new materials, entrepreneurship and talents
New Consortium Partners	
Spinderihallerne	Entrepreneurship, small creative business, incubator environment
University of Southern Denmark	Sustainability, analysis, entrepreneurship, design, welfare





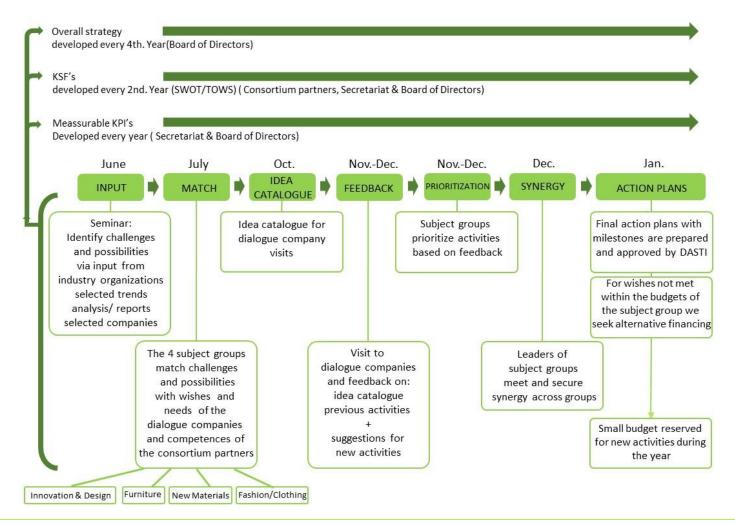
There are one or two meetings each year with the dialogue companies (128 selected companies), and an analysis of the challenges and possibilities which the sector faces is prepared every second year.

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Birkemose A/S	<u>GUBI</u>	<u>Kabooki</u>	<u>Pressalit</u>
BoConcept A/S	Hammer Tæpper	Isabella A/S	Spandet and Partners
Claire Group A/S	Hans Sandgren Jakobsen	Kopenhagen Fur	Superwood
Dansk Træfiberisolering	Holse & Wibroe A/S	<u>Kvadrat</u>	Thygesen Fabrics
Dolle A/S	2rethink.dk	Lene Bjerre Design	Ticket2Heaven
Dovista	<u>Hummel</u>	Midform A/S	Trip Trap
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EM Retail Solutions	IKEA A/S	<u>Montana</u>	Tvilum-Scanbirk
Fraster A/S	Innovation Randers A/S	Nordisk Company A/S	Uno Image
Fritz Hansen A/S	Inwido Denmark	Nobia	Wernerfelt
Gardin Lis	Jeld-Wen	Novopan Træindustri	WedoWood
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VTI Vinderup Træindustri A/S	Karup Partners A/S	Brdr. Andersen Møbelsnedkeri A/S	<u>C´arla Du Nord</u>
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Green Machine	<u>Compo Tech</u>	Normann Copenhagen	<u>Verpan</u>
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Brands 4 Kids	Knowledge Cotton Apparel	Bente Rübner APS	BON ' A PARTE
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Innovationsnetværket Livsstil - Bolig & Beklædning Birk Centerpark 40 DK - 7400 Herning + 45 9616 6200 Innovationsnetværket Livsstil- Bolig & Beklædning Forbindelsesvej 4, 2100 København Ø www.innonetlifestyle.com



#### Process- flow chart



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#### Dialogue companies' feedback on activity proposals Dialogue companies' own activity proposals

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## Activities:

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## Activities:

#### **ENTREPRENEURSHIP & TALENTS:**

Talent Programme / Design Boost/ The Green Entrepreneurship House / Innovation Cups / Entrepreneurship Fair / Future of Fashion



Talent programme (B&B)Best talents from Danish DesignSchools within Furniture andInterior are chosen tocooperate withTop Brands

#### **Cross sectoral**



**Design Boost** Mathing wood- and furniture Companies with graduates or students within design and architecture (project leader)



#### **The green Entrepreneurs' House** Initiatives that strengthen entrepreneurs' business models so they can grow into commercial green Companies.



Innovation Cups (B&B) Concentrated innovation sequence with students that creates value for companies (project leader).



Nordic Buzz An entrepreneur fair exhibiting 107 upcoming ScandinavianEntrepreneurs within Lifestyle + mentorship (project leader)



The Future of Fashion (B&B) We create a platform where newly educated talents from the four fashion courses can display their work for the sector.



**Pit Stop** Professionalizing of small creative businesses via match with knowledge partners



## **Design Boost:**

Design Boost is a new focused activity with the purpose of hightening the woodand furniture manufacturers' knowledge of how design can increase product value. New possibilities for the participating companies are identified and persued via either **Design Match** with newly graduated – yet jobless designers or a class of design students (**Innovation Cup**) in order to realize the identified possibilities.

Design Boost is supported by TUUF Foundation and is a co-operation between TMI (Wood- and Furniture Industry Organisation) and Innonet Lifestyle- Interior & Clothing

For more info: <u>http://innonetlifestyle.com/blog/portfolio-type/design-boost/</u>







## What is an Innovation Cup?

#### Purpose:

To enhance and ensure cooperation between companies and educational institutions in Denmark by executing targeted innovation processes, where students work with assignments directly deriving from company needs for new design, product development and development of the company.

#### Project idea:

The participating company formulates a theme or a concrete assignment (design brief) related to the company's product strategy and hereby gets new ideas for design and concept suggestions.

The students (teams) work with the assignment, develop idea proposals, drawings, that both content- and dimension-wise illustrate the project idea and objective. Midterm critiques and final presentation.

#### **Competition:**

The teams compete to present the most innovative concept mathing the design brief. A jury appoints the winners and diplomas and prizes are awarded at the final presentation.



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## What is a Design Match?

#### purpose:

To -on one hand help furniture companies in an easy and cheap way to try to work with a designer and see how design can increase product value- and on the other hand help newly graduated designers to get a chance to show their abilities, get work experience and ultimately a long term cooperation with the matched or another company due to results and experience gained through Desigh Boost.

## Project idea:

The participating company formulates a theme or a concrete assignment (design brief) related to the company's product strategy and hereby gets new ideas for design and concept suggestions. Based on brief and dialogue with the company they are matched with a relevant designer. The designer works part time 2 months on the task given by the company. They meet as much as needed but mainly the designer works from home. This is free of charge for the companies but they have to invest time and relevant ressources ( prototype etc.) and sign a royalty agreement if they want to continue the cooperation and buy the production- and sales rights to the developed products from the designer.



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## **Design Boost process**

01.08.2014 Company Recruiting	01.09.2014 Design Briefs	01.10.2014 Selection	01.11.2015 Recruiting Designers	01.12.2015 Match Making	01.01.2015 Start-up meetings	Ongoing 2015 Cooperation
<ul> <li>Flyer development</li> <li>Marketing via direct mail, newsletter and via flyer</li> <li>Applications from potential companies</li> </ul>	<ul> <li>Innonet meets with potentiel companies and draw a design brief together with them</li> </ul>	<ul> <li>Selection of companies based on their briefs and experience – together with TUUF Foundation</li> <li>Approval and confirmation sent to companies</li> </ul>	<ul> <li>Recruiting of relevant newly graduated designers via design schools based on company briefings</li> <li>Agreements with design schools on possible Innovation Cups</li> </ul>	<ul> <li>Matching companies with either designer or students (Innovation Cup) based on brief and type of company</li> <li>Confirmation Designers and companies</li> </ul>	<ul> <li>Personal start- up meetings between matched companies and designers facilitated by Innonet (evt. rematch)</li> </ul>	<ul> <li>Cooperation contracts incl. IPR between parties are prepared and signed up front</li> <li>Cooperations run throughout the yeat:</li> <li>2 Innovation Cups with 4 companies and</li> <li>7 matches between companies and</li> </ul>
December 2015 Evaluation	December 2015 Dissemination					designers
Evaluation with all companies and designers	<ul> <li>Case catalogue</li> <li>Report</li> <li>Press</li> </ul>					ÆETS UDDANNELSES- G UDVIKLINGSFOND



## **Design Brief**

01.09.2014	
Design Briefs	

 Innonet meets with potentiel companies and draw a design brief together with them

Contact data:	
Company name:	Company
Zip code and city:	12345 Wooden City
Company description:	
Company size:	42 employees
Number of employees / turn over:	
Company age:	46 years
Main products/ services of the company:	Solid wood kitchen work tops for premium segment for kitchen and bathroom. To a lesser extent dining – and coffee tables
Describe briefly your experience with cooperation with designers or design students- in which connection and what was the result?	Before my employment, a designer has designed a dining table for the company and with a good result. Also before my time, the company employed a sales person who had also designed two stools for us. They have since been taken out of the assortment- one was not stable enough and none of them were commercial.
Motivated application:	
Describe briefly the ideas or challenges of the company you want to cooperate on with a newly graduated designer or design students in this project if your company is chosen	We would like to make more of our collection of dining tables. In that context, we want to develop one or more models that are commercial in our existing markets and also supports our company brand as being a company known for its design and quality, and finally products that can be produced with a minimum of manual work in order to keep production costs low and for us to be able to control our production planning
Outcome:	Commercial dining table that can be scaled - made in
What shall the solution do for your company?	different sizes- preferably with built-in extension option (optimally without spare parts/ built-in carrier).
	There must be room for minimum 6 people on the long sides and preferably constructed so 1 person can sit at each end too. The measures should be 200-250 cm x 90-100 cm. Everything we produce is customizable which also applies for this product.
	Tabletop must be wood (company top competence) but frames can be metal. If frame/legs are made of wood, they must be designed to fit production set-up, which is made for tabletops. This is a general request for the assignment: the design must be optimized to fit machinery and production setup. The designer must be able to engage in dialogue and cooperate with cabinetmakers in the production. The table will be sold with different types of wooden tabletop, which must be thought into the design and integrated in the main impression of the product during the design phase. All surfaces and glues in our company are natural and non- toxic. Surfaces where you cannot feel the structure of the wood (e.g. hard wax) are not wanted.

Target group:	End users are not a specific age group but people who are able and willing to pay for design and solid wood in premium quality-people who are not compromising anything. Dealers abroad are typically kitchen shops. Here it is common to buy dining tables in a kitchen shop. Other dealers/ retailers are furniture/ design stores in higher medium segment and premium stores.
Focus (e.g. sustainability, end users, modularity other)	<ul> <li>Scalability- variations</li> <li>Exploit existing production set up</li> <li>Express company values as craftsmanship, attention to details, warmth, soul, texture, professionalism all the way through</li> <li>Cool design and high quality</li> <li>Environmentally friendly and non-toxic approach</li> </ul>
Materials:	<ul> <li>Solid wood- possible to produce in different types o wood</li> <li>Frame can be metal or wood (see above)</li> </ul>
Visualization:	There are no specifications to what programs to use. The company uses AutoCad
Price / segments / markets:	The table shall be targeting higher end of middle segment and Premium market and target price shall be between 15.000- 30.000 DKK (2015- 4030 Euro) Most important is the right design. Primary target markets will be Germany, Norway and England. Germany is primary export market- then Norway and then England. Approximately 95% of the company's production goes to export markets.
Miscellaneous:	The company designs and develops what we believe in- are inspired by, what sells, but the designer is free to design "The stunning table" as long as it is commercial. The designer must be a "solid wood nerd" with in- depth understanding of how to create a design that in the best way possible enhances the unique qualities, strengths and properties of solid wood. The designer must turn on by independence and freedom to develop right solution and b willing to take part in discussions with production, about optimal solutions for production and have a commercial focus.



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01.10.2014 Selection	The criteria for selection of companies to participate:	None or very little experience with cooperation with designers or design students Welldefined idea/ challenge that can be solved within the design field Growth potential
01.11.2015 Recruiting Designers	The criteria for recruitment of designers/ design schools:	Company briefs sent to design schools who encourage relevant, newly graduates to apply for specific company tasks via application / profile form + portfolio. Design Schools with focus on furniture and where an <b>Innovation Cup</b> can be fitted into their study plan.
01.12.2015 Match Making	The criteria for match with either designer or Innovation Cup:	Companies who need many new ideas or have tasks that require several complementary competences are matched with Sudents / Innovation Cup Companies with very specific competence driven ideas/ challenges ( e.g. textile concept)or very small companies are matched with a designer with matching skill set, values and in order to create good Chemistry between the parties
01.01.2015 Start-up meetings	The criteria for match with either designer or Innovation Cup:	Companies who need many new ideas or have tasks that require several complementary competences are matched with students / Innovation cup



01.01.2015 Start-up meetings	Securing match of expectations:	Each <b>Design Match</b> and each <b>Innovation Cup</b> is set off with a start up meeting at the company to secure good chemistry, discussion of design brief in details and match expectation to outcome, IPR etcfacilitated by Innonet
		Each designer gets appointed a mentor from their former design school as a back up on specific challenges that might occur. The students are guided by their supervisors
		All parties sign cooperation agreement up front
Ongoing 2015 Cooperation	Securing effective process:	During <b>Innovation Cups</b> there are mid- term critiques with participation of company, supervisors and repr. from Innonet. Cups have finals with presentations and prizes for best design / concept etc.
		In <b>Design Match</b> the designers make an action plan which has to be approved by the company. Both parties plan how often they want to meet etc.
December 2015 Evaluation	Securing results and learning aspects	After both <b>Design Matches</b> and <b>Innovation Cups</b> we evaluate the process, the cooperation and the results with the companies. After each <b>Design Match</b> we ask each designer to make a short report describing and evaluating the process, cooperation and results.
December 2015 Dissemination	Sharing results and learning:	Innonet writes an overall report on the project, results and learnings Cases will be disseminated via newsletter, webpage, TMI industry magazine press etc.

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Designer	School	Company	Type of cooperation
Jakob Sievers	The Royal Danish Academy of	Vantinge Møbelindustri A/S	Design Match 2 months ½ time
	Fine arts		
Stine Lundgaard Weigelt	Designskolen Kolding	Villumsens møbelfabrik	Design Match 2 months ½ time
Anders Engholm	Via Design + Business	Spekva A/S	Design Match 2 months ½ time
Maria Sølvtofte	The Royal Danish Academy of	Leander A/S	Design Match 3 months ½ time
	Fine arts		
Kathrine Hede Poulsen	The Royal Danish Academy of	STM Vinduer A/S	Design Match 2 months ½ time
	Fine arts		
Mikkel Lang Mikkelsen	Arkitektskolen Aarhus	Inventarsnedkeriet A/S	Design Match 2 months ½ time
Sara Gammelgaard Jensen	Arkitektskolen Aarhus	Bred Furniture	Design Match 1,5 months ½ time
Team of students	Via Design	Multi-Living	Innovation Cup 6-weeks
Team of students	Via Design	A.C.O. Møbler	Innovation Cup 6 weeks
Team of students	Via Design	Star Furniture A/S	Innovation Cup 6 weeks
Team of students	Aalborg Universitet	CUBE A/S	Innovation Cup 10-12 weeks



## Results, november 2015 (random order):

- **Case 1:** 2 piece of furniture have already been sold to major Danish furniture chain- will be launched January 2016. Cooperation between company and 2 designers comtinue around new ideas
- Case 2: 1 prototype is being developed and cooperation between company and designer also continues around other new ideas.
- **Case 3:** 1 new concept for a new market area has been identified and examples of products have been developed- company applied for funding for hiring the designer on a long term basis.
- Case 4: 7 new product solutions have been developed- continued cooperation contemplated
- **Case 5:** 1 new product has been developed and prototype has been exhibited at furniture fair- cooperation continues around a whole series of furniture matching the first product.
- Case 6: 1 prototype has been developed- ready to be presented to retailers
- Case 7: 1 prototype still being developed
- Case 8: 1 cooperation still ongoing- no results yet
- Case 9: 1 Innovation Cup still ongoing- no results yet
- Only 2 cooperations have not led to prototypes or further cooperation





#### Activities:

#### INTERNATIONALISATION:

Senior Lifstyle/Nordic Buzz/ Kids Cluster/ Danish LIVINGroom-Milan Furniture Fair 2015



Senior Lifestyle Design and new thinking in the area of furniture and clothing for senior segment (project leader).



Nordic Buzz An entrepreneur fair exhibiting 100 upcoming ScandinavianEntrepreneurs within Lifestyle + mentorship (project leader)



**Kids Cluster** International collaboration with Kid's cluster in Barcelona To identify possible common activities



Danish LIVINGroom – Milan furniture fair 2015 Branding of Danish furniture design and the Danish architect and design schools during the Milan Furniture Fair 2015.

## Activities:

#### NEW SALES CHANNELS AND CONSUMER BEHAVIOUR:

Shop experiences that can be measured / Digital Map of the Future / Digital Consumer Trends / Internet of Things/ Conference: Digital Innovation in the Lifestyle industry



Shop experiences that can be Measured (SP)

Construction of a simple tool to measure customers' holistic experience of visiting a shop



**Digital map of the Future** The project is a digitalisation of the earlier project "Map of the Future" (project leader)



# Digital consumer Trends (SP)

The think tank that has formed a qualified overview of the most important current trends, when It comes to consumers on the digital platforms (project leader)



Internet of Things (B&B) Provide companies with newest technology within wearables tech and Internet of things + identify new business possibilities. Workshops



**Conference (SP):** Digital Innovation in the Lifestyle Industry with with top Keynote speakers and cases on why and how to digitalize business and how to succeed



#### Activities:

#### NEW MATERIALS AND SUSTAINABILITY:

Materials workshops / Recycle / Rethink Business / Innovative & sustainable materials directed towards development & design / Textile Mill/ Textiles for hospitals of the future/ Design for disassembly



Materials workshop (consultant)

Companies can order a materials workshop for inspiration or to kickstart development of new products on the basis of their own needs (project leader).

## Cross sectoral



Recycle Centre for recovery of plastic composites, specifically wind turbine blades.



**Textile mill** International project working on the basis of the principles of the circular economy (project leader).

#### **Cross sectoral**



Textiles for hospitals of the future (B&B)

New development strategies for Danish textile companies wanting to offer textile-based interior Solutions for the hospitals of the future.

## Cross sectoral



Rethink Business Project on dissemination of green business models among SMEs and municipalities in the Central Denmark Region (project leader).



**Design for disassembly** Helps companies to design their Producs or services for reuse and with green business models Where end users gain access to the value that lies in the product more than to own it (project leader)



Innovative & sustainable materials intended for development and design (B&B) Development of models for sustainable materials and design processes for the sector.

### Activities:

#### **BUSINESS DEVELOPMENT / STRATEGIC DESIGN / DESIGN THINKING:**

Think tank for furniture / Strategic Design / International Furniture Seminar - Future challenges



Think tank for furniture Think tank that will offer a proposal for how the declining sales in the sector can be turned around via development and innovation (project coodinator).

## Cross sectoral



**Strategic Design (B&B)** Use of design skills as a strategic tool in Danish lifestyle companies. Workshops focusing on Business Understanding

Strategic Design/ Design Thinking Are important factors for innovation in the whole value chain cross sectors



International Furniture Seminar -Future challenges (B&B)

Focus on shared future challenges within the furniture sector, designers and the furniture courses.



## Activities:

#### CHILDREN'S PLATFORM:

Created4kids / Classroom of the Future



#### **Created 4 Kids** Will gather strong players from different sector companies to launch Danish children's products on common retail/etail platform

#### **Cross sectoral**



Network Classroom of the Future Sharing best practice across private & public sectorscompanies & teachers to seek new holistic solutions for future classrooms



### Activities:

#### **PRODUCTION & TECHNOLOGY:**

Retail- etail Lab / Retail-etail leader network / Resource optimisation centre / Local Hemp production/Think Tank-sewing production in Denmark



**Digital Retail Tech Lab (SP)** Technology lab within digital retail (project leader).

**Cross sectoral** 



Sewing lab (B&B) Development of a sewing robot Sewing lab for entrepreneurs In cooperation with Censec and Robocluster (project leader).



Retail /etail leaders' Network (SP)

Exclusive top leader network with highly qualified people in discussions on the major upheavals currently within the retail sector - in confidence! (project leader).

#### **Cross sectoral**



**Resource optimisation centre** focusing on development of knowledge on resource-efficient production and product design.



Internet of Things (B&B) Provide companies with newest technology / wearables tech and Internet of things + identify new business possibilities.



# Local hemp Production (B&B)

Investigate possibilities to substitute cotton with locally produced hemp fibers/ production of hemp textiles and via modern Technology create a profitable business



# **Failures - one example**

- Idea creation workshop with 4 other clusters inviting members from different areas
- One from each cluster in each group and using an idea generation method called "the flower"
- Outcome were some ideas, but none of the ideas or cooperations were taken to next level
- Problem 1: too open process; should have been focused on a specific problem or idea from the start
- Problem 2: too little time trust had to be built up between participants
- Problem 3: no planned process after the session





# Thank you very much!

Contact details: Betina Simonsen, man. director <u>betina@innonetlifestyle.com</u>

Jesper Rasch, Project leader jesper@innonetlifestyle.com