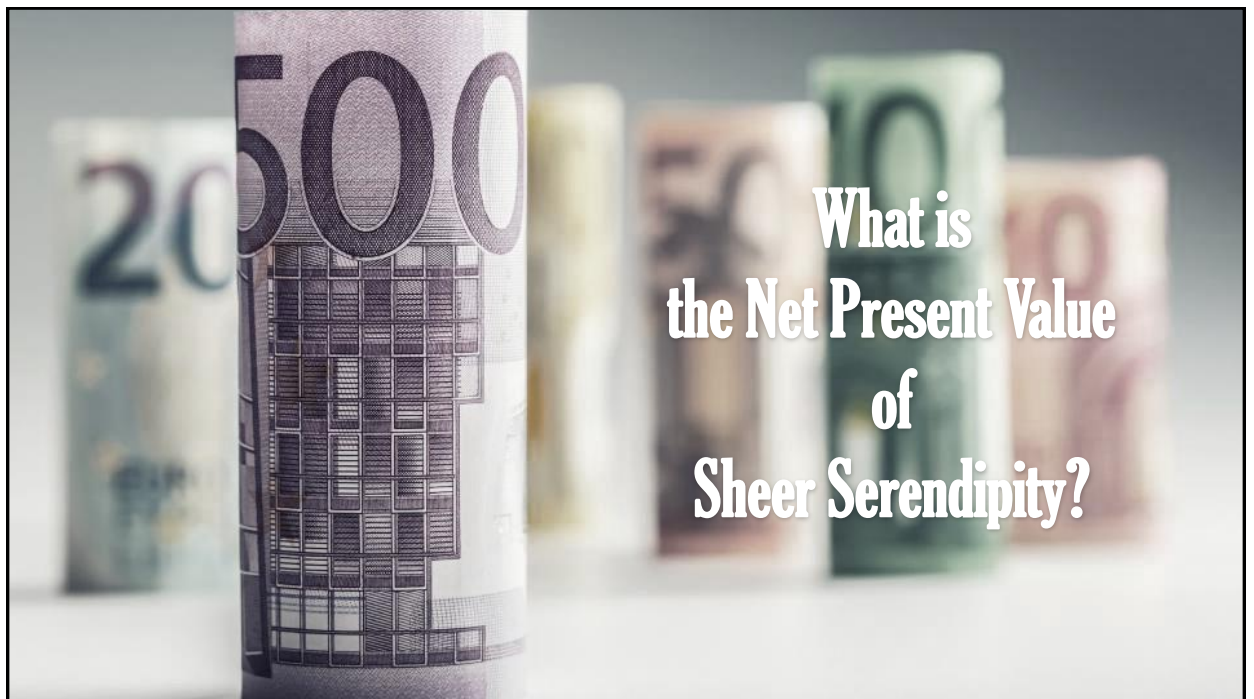




ALWAYS IN MOTION

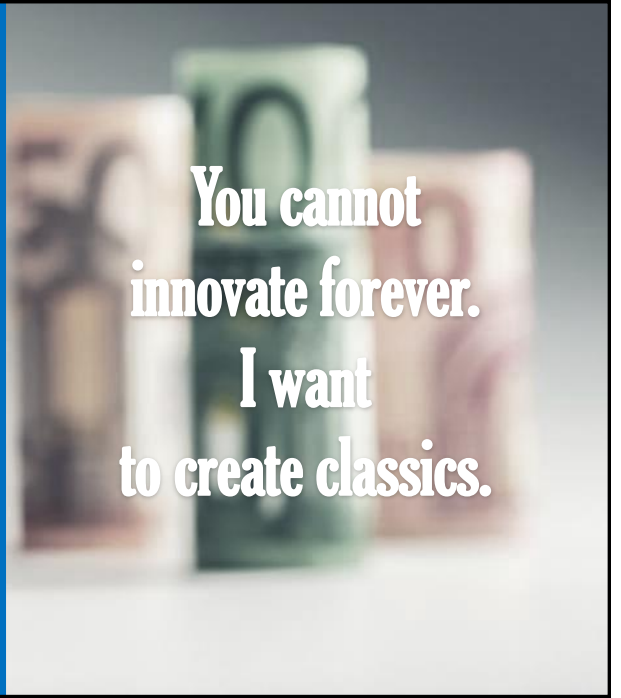
PROF. DR. RUDY MOENAERT
TIAS SCHOOL FOR BUSINESS & SOCIETY

1



What is
the Net Present Value
of
Sheer Serendipity?

2



3



4



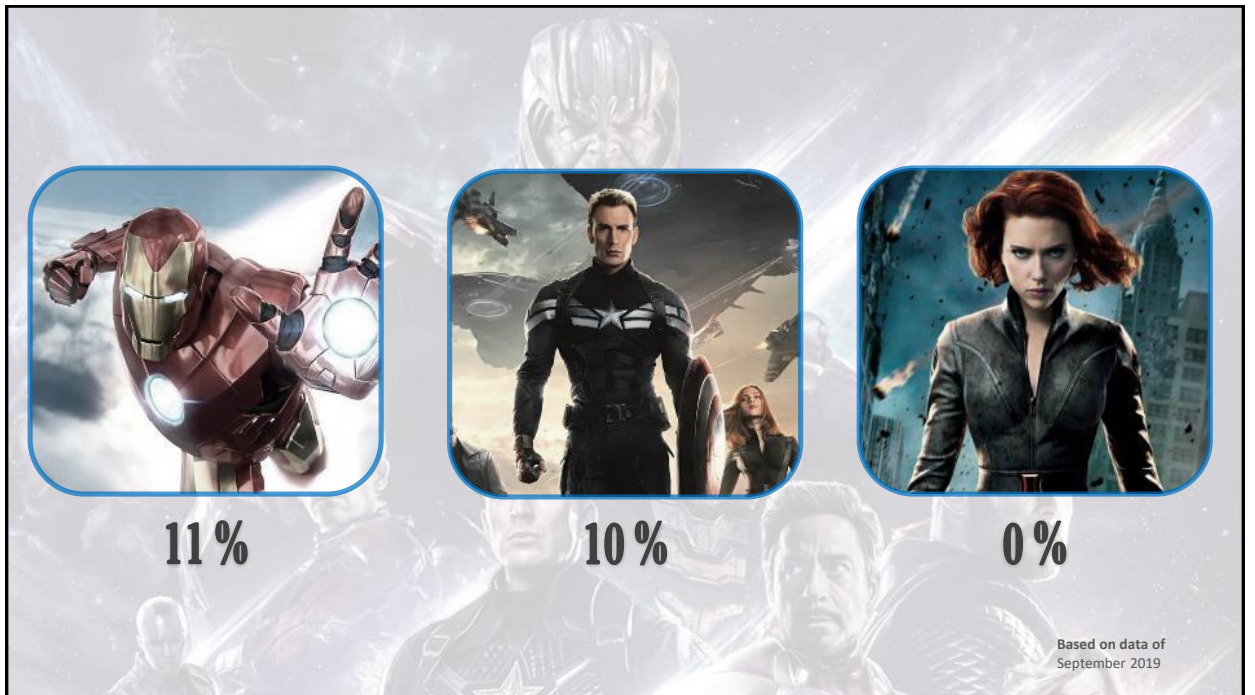
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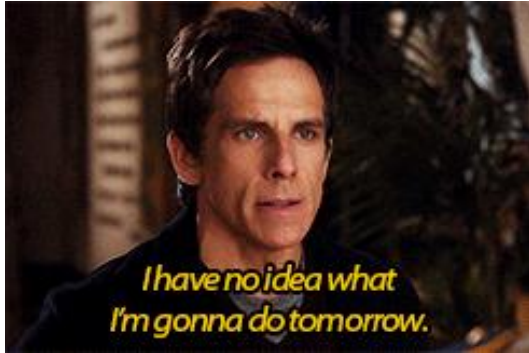
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8



**what is
innovation**

9

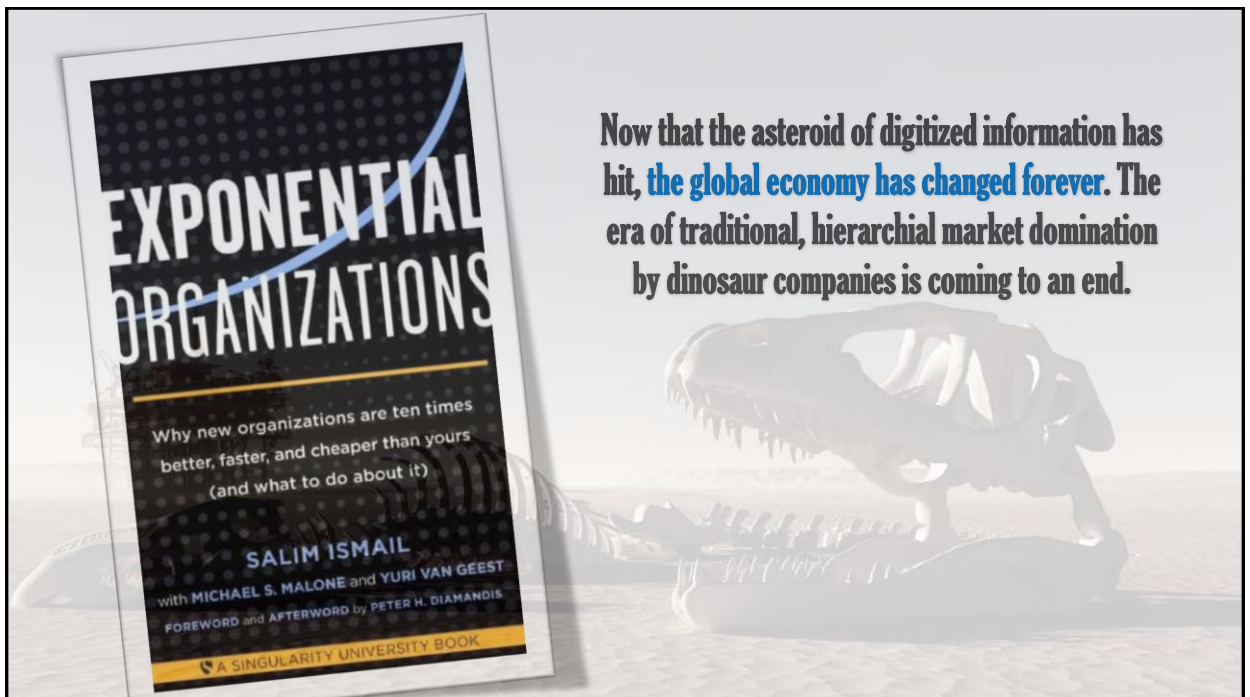


**change to
create value**

10



11



12



QUIZ

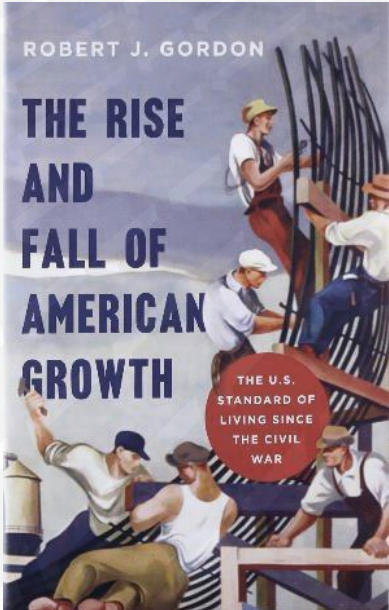
Volume doubles every second.
Bottle is 100 % full after 60 seconds.

QUESTION

% filled after 56 seconds?

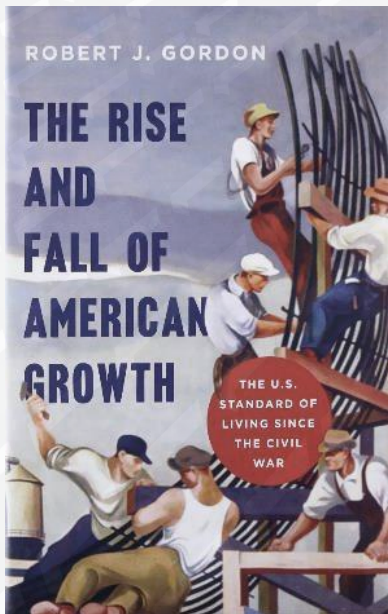
Federico Pistono
"Robots will steal your job – and that's probably OK"

13



Manual outdoor jobs were replaced by work in air-conditioned environments, housework was increasingly performed by electric appliances, darkness was replaced by light, and isolation was replaced not just by travel, but also by color television images bringing the world into the living room. Most important, a newborn infant could expect to live not to age forty-five, but to age seventy-two. The economic revolution of 1870 to 1970 was unique in human history, unrepeatable because so many of its achievements could happen only once.

14



Advances since 1970 have tended to be channeled into a narrow sphere of human activity having to do with entertainment, communications, and the collection and processing of information. For the rest of what humans care about—food, clothing, shelter, transportation, health, and working conditions both inside and outside the home—progress slowed down after 1970.

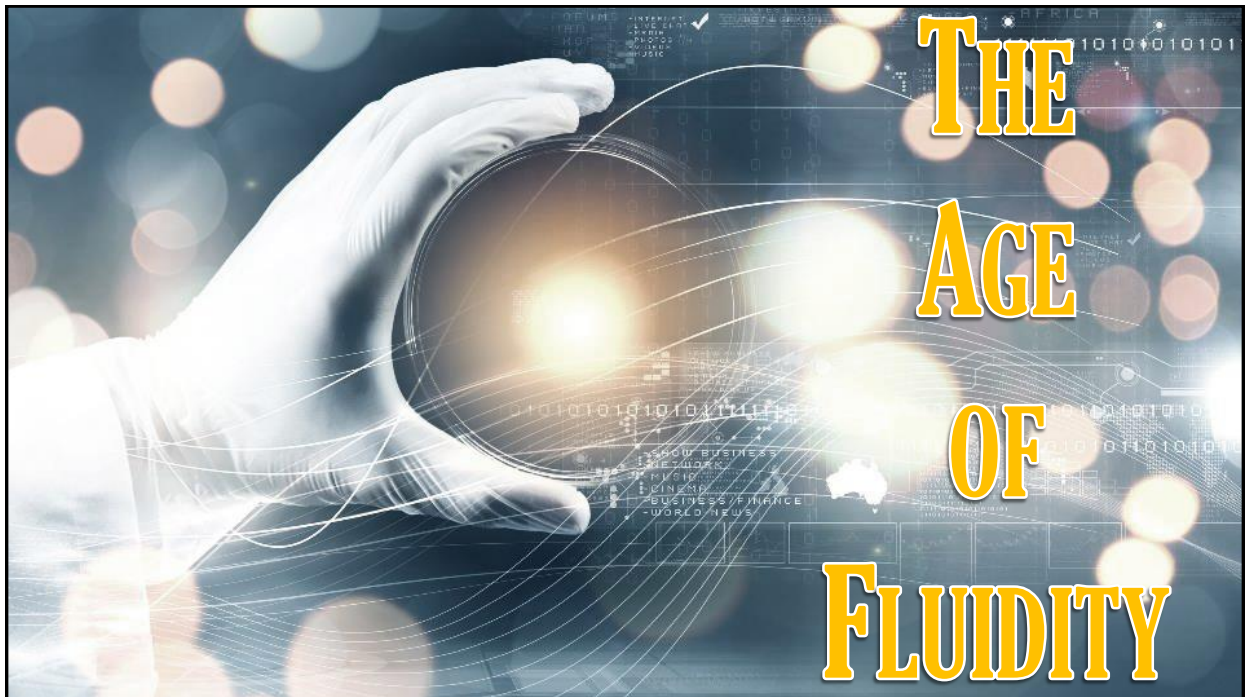
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16

•semiconductor•plastic•antibiotics•earphones•e-book•
 •large-scale wind turbines•fiber optics•world wide web•duct tape•
 •microfinance•traffic lights•shopping bag•assembly line•frisbee•
 •air conditioner•big mac•radio•commercial airline travel•hula hoop•
 •digital photography•bikini•personal computer•electric car•
 •spreadsheet•tv remote control•gps•automated teller machine•bio fuels•
 •laparoscopy•concorde•nuclear reaction•stent•hand-held calculator•
 •birth-control pill•toaster•wearables•slr camera•rock and roll•
 •dna testing•e-mail•bar code•liquid crystal display•e-cigarette•
 •genetically modified plants•scanner•milk carton•holography•
 •hair dryer•flash memory•low cost airline•word processor•xerography•
 •ballpoint pen•tefal•instant photography•digital cinema•compact disc•
 •photovoltaic solar energy•rolodex•post it notes•television•
 •direct banking•velcro•video game•magnetic resonance imaging•robotics•
 •karaoke machine•big data•cell phone•microwave•vacuum cleaner•
 •scooter•carver ski•sun glasses•light-emitting diodes•tablet•
 •wifi•assembly line•disposable diaper•enterprise resource planning•
 •laser•online shopping•open-source software•electrical guitar•
 •microprocessor•internet store•management•

17



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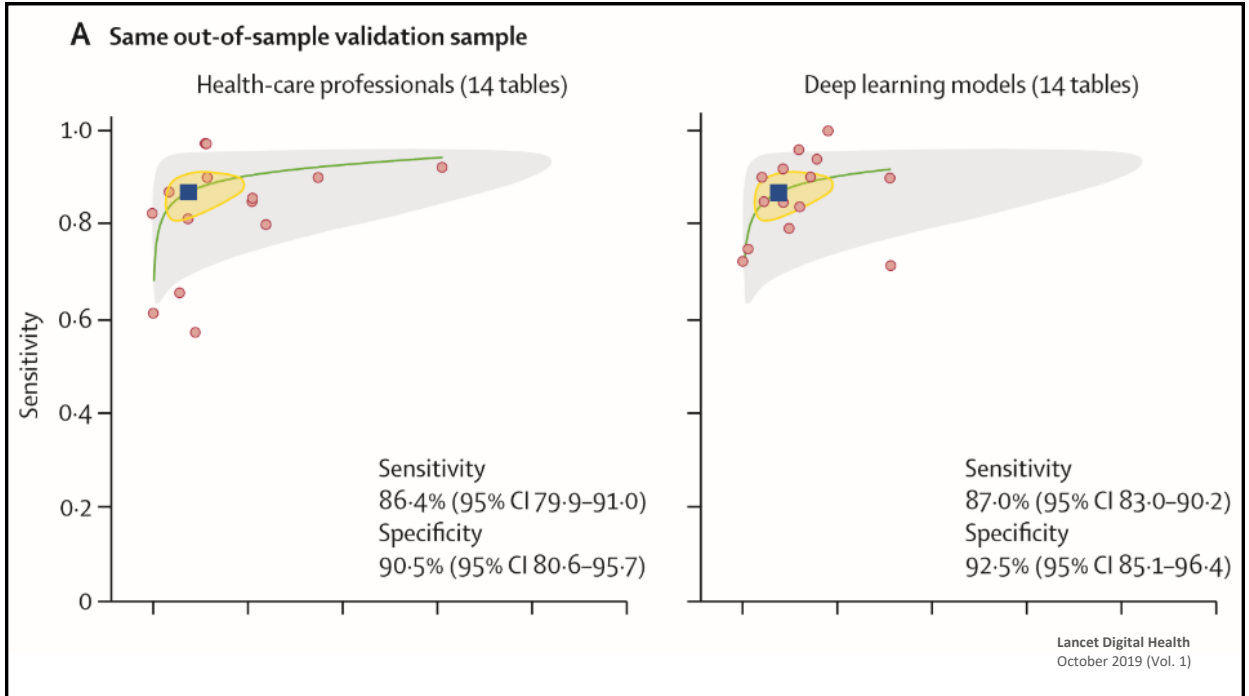
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26



27



28



29


Overselling = Selling Ambitions as Realities

Forbes, 17 November 2018

17,362 views | Nov 17, 2018, 02:16pm

Mama Mia It's Sophia: A Show Robot Or Dangerous Platform To Mislead?

Noel Sharkey Contributor @
AI & Big Data
I write about benefits, wrongs and hype of robots, AI, ML and new tech



...ed of ITU in Geneva
June 2017
Enhancing

INTERNATIONAL TELECOMMUNICATION UNION

30



31



The leading companies
of the **second machine age**
may look very different from
those of the industrial era,
but they will almost all
be easily recognizable
as companies

32



**DIGITAL
ECOSYSTEM
RADICAL
OPEN**

33

**HOW MUCH
TABASCO
DO YOU
NEED FOR A
TASTY SAUCE?**



SURVIVAL GEAR.

TABASCO® Brand Pepper Sauce and the military have been allies since the 1870s when cavalrymen carried it across the plains into battle. Still an integral part of the military dining experience (from Officer Mess to the MRE), TABASCO® now offers a full line of pepper sauce flavors and heat levels for any military meal.

Make the TABASCO® Family of Flavors your first line of defense and splash 'em into soups, stews, salad dressings, side dishes, and even desserts. This lightweight survival gear packs a punch!

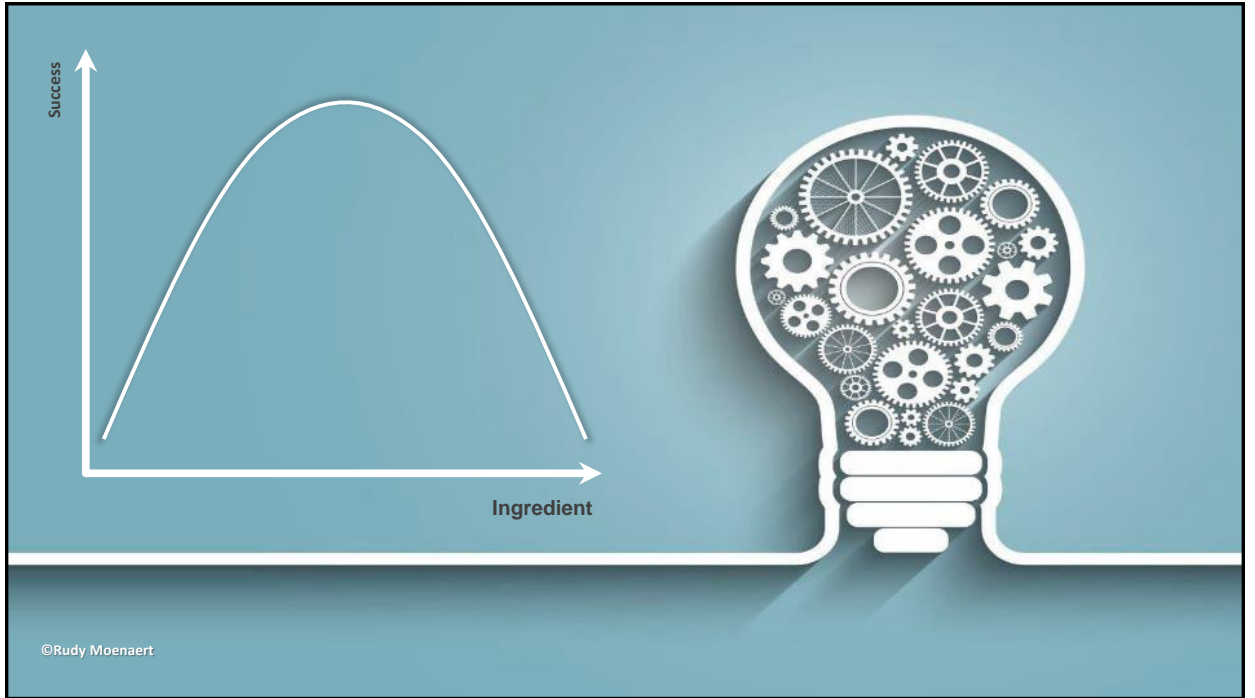
For great recipes, shopping and fun, please visit us online at www.TABASCO.com

GARLIC GREEN ORIGINAL CHIPOTLE HABANERO

DEPENDENT THE WORLD AGAINST BLAND FOOD SINCE 1868.

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34



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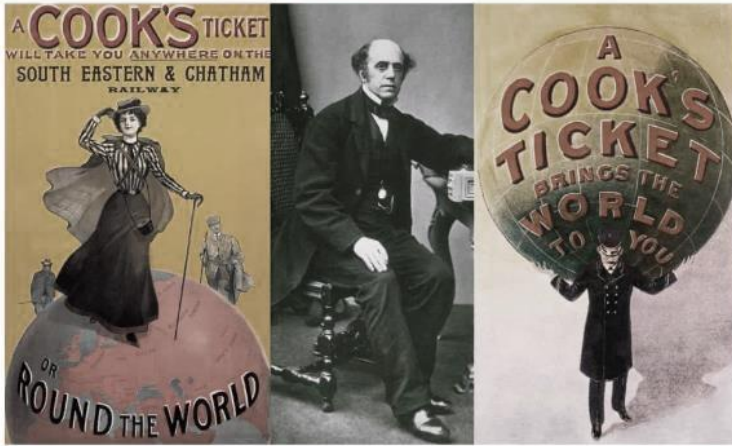


36

Why did Thomas Cook collapse after 178 years in business?

Woeful merger, sky-high debts and internet revolution all left the venerable firm struggling

● [Thomas Cook collapses - live updates](#)



The Guardian
September 23, 2019

37

The biggest competitor for your new business model is the **status quo** offered by the old business model



38



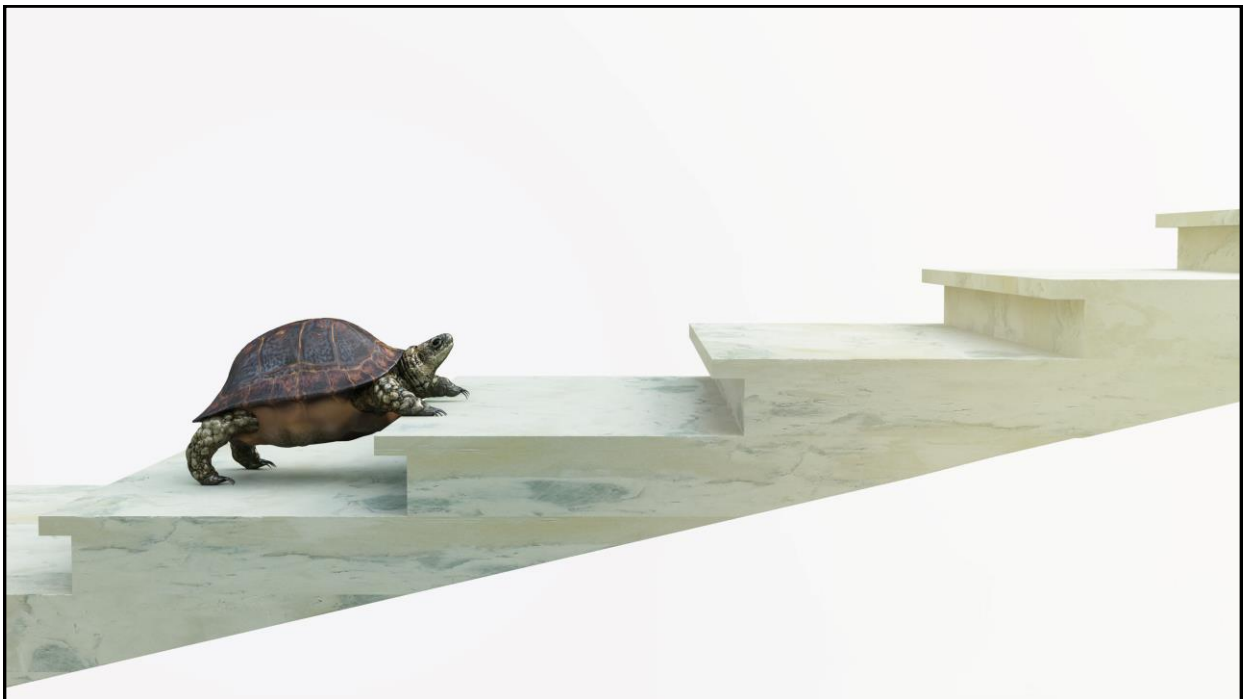
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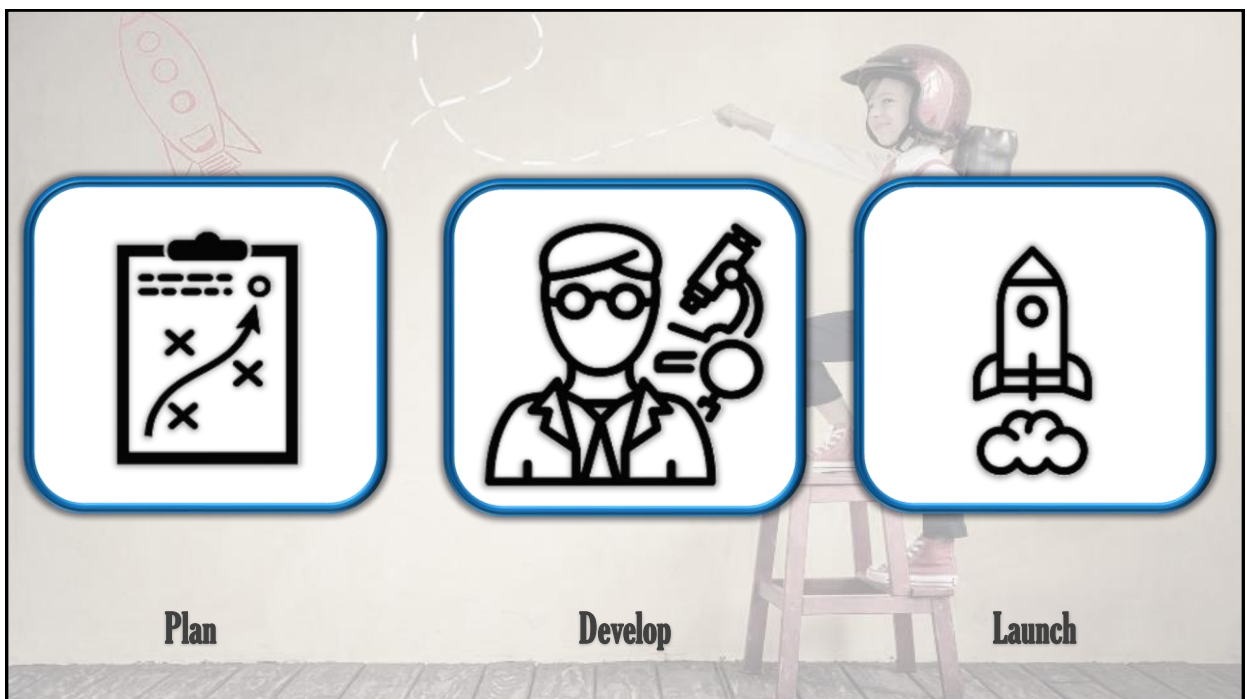
42



“We do 21st century biology in our laboratories and then do clinical trials that Hippocrates would have been quite comfortable with.”

Perlmutter – Head of Research Merck

43

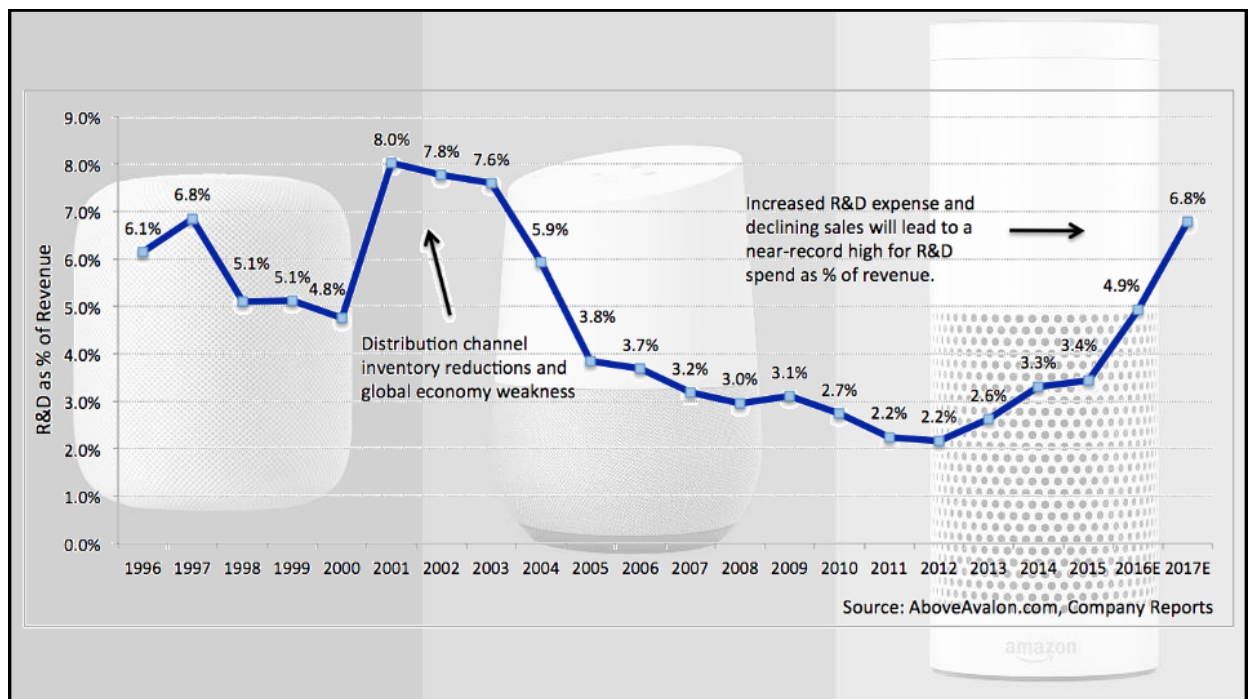


44

Do innovating firms perform better?
Evidence from academic research
on the topic is certainly equivocal:
it is very hard to find solid evidence
that firms which innovate
(e.g. obtain more patents) perform better.

Freek Vermeulen in 'Business Exposed'

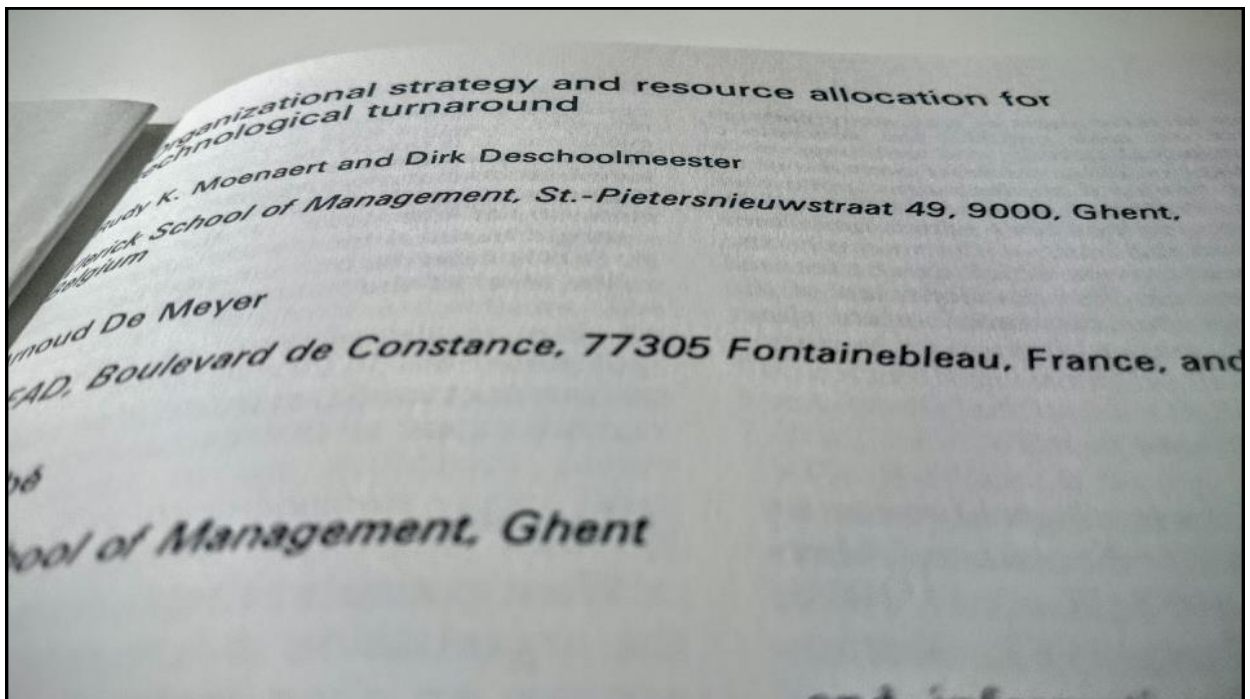
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46



47



48

onal Strategy and Resource Allocation

Table 2 Summary of the case studies.

Industry	New technology	Internalization design
1. Clothing	Cad/Cam	Purchase
2. Clothing	Cad/Cam	Cooperation
3. Clothing	Cad/Cam	Contract research
4. Coating	High solids	Internal development
5. Coating	Enzymatic technology	Cooperation
6. Coating	Special purpose coating	Internal development
7. Photochemicals	Microelectronics	Acquisition
8. Photochemicals	Microelectronics	Acquisition
9. Photochemicals	Microelectronics	Cooperation
10. Reprography	Thermal coating	Contract research
11. Reprography	Dielectric technology	Internal development
12. Ceramics	Neo-ceramics	Joint venture
13. Contractor	New material	Contract research
14. Additives	Biotechnology	Acquisition
15. Telecommunication	Gallium arsenide	Contract research
16. Rubber	New material	Contract research
17. Rubber	Biotechnology	Contract research

considering the findings a

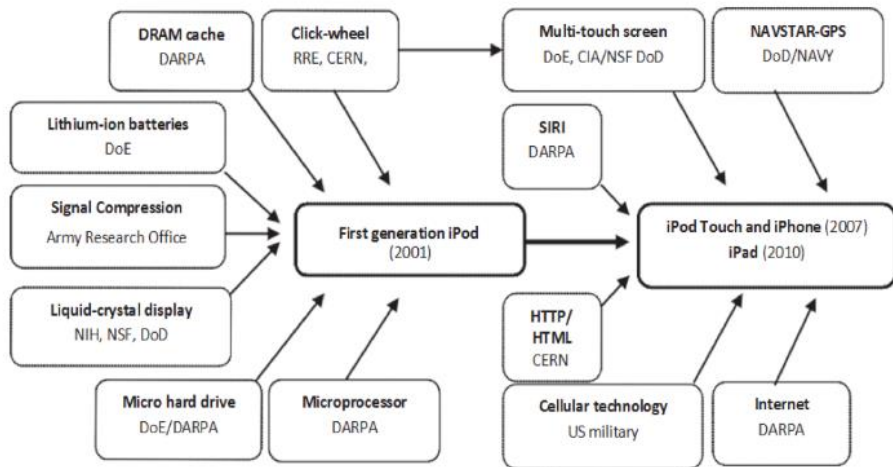
49

Four book covers are displayed in a row, each with a corresponding label below it:

- Open Innovation** by Henry Chesbrough. The cover features the word "OPEN" in large, red, pixelated letters. Below it, "INNOVATION" is in smaller red letters. The subtitle is "The New Imperative for Creating and Profiting from Technology". The label below is "Connect & Develop".
- Inside the Tornado** by Geoffrey A. Moore. The cover is dark blue with yellow text. The title "INSIDE THE TORNADO" is in large, bold, yellow letters. The subtitle is "Marketing Strategies from Silicon Valley's Cutting Edge". The author's name "GEOFFREY A. MOORE" is at the bottom. The label below is "Crossing the Chasm".
- The Wide Lens** by Ron Adner. The cover is white with a blue geometric design of lines converging to a point. The title "THE WIDE LENS" is in large, bold, black letters. The subtitle is "A NEW STRATEGY FOR INNOVATION". The author's name "RON ADNER" is at the bottom. The label below is "Minimum Viable Footprint".
- The Lean Startup** by Eric Ries. The cover is blue with a white circular design. The title "THE LEAN STARTUP" is in large, bold, white letters. The subtitle is "How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses". The author's name "ERIC RIES" is at the bottom. The label below is "Pivot or Persevere".

50

What Makes the iPhone so Smart?



Source: *The Entrepreneurial State: debunking public vs. private sector myths* (Mazzucato, 2013), p109. Fig 13

51

—textirama—
FOUNDATION

What, when and for whom

How to participate

About

Blog

Contact

Submit

Call for innovations in textile

Time left until submission deadline

32
days

10
hours

27
minutes

42
seconds

SUBMIT YOUR PROJECT

KEEP ME UPDATED

We fund innovative projects in the
textile industry.



52



53



54

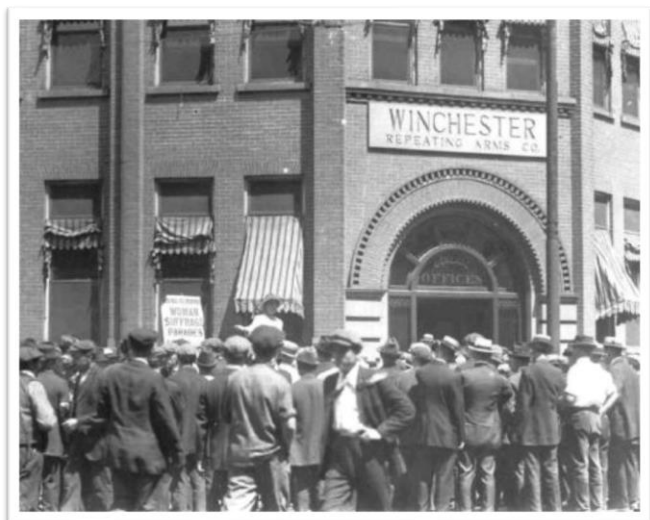


**YOU CANNOT LEARN
TO SKI IN THE
FLEMISH POLDERS**

55

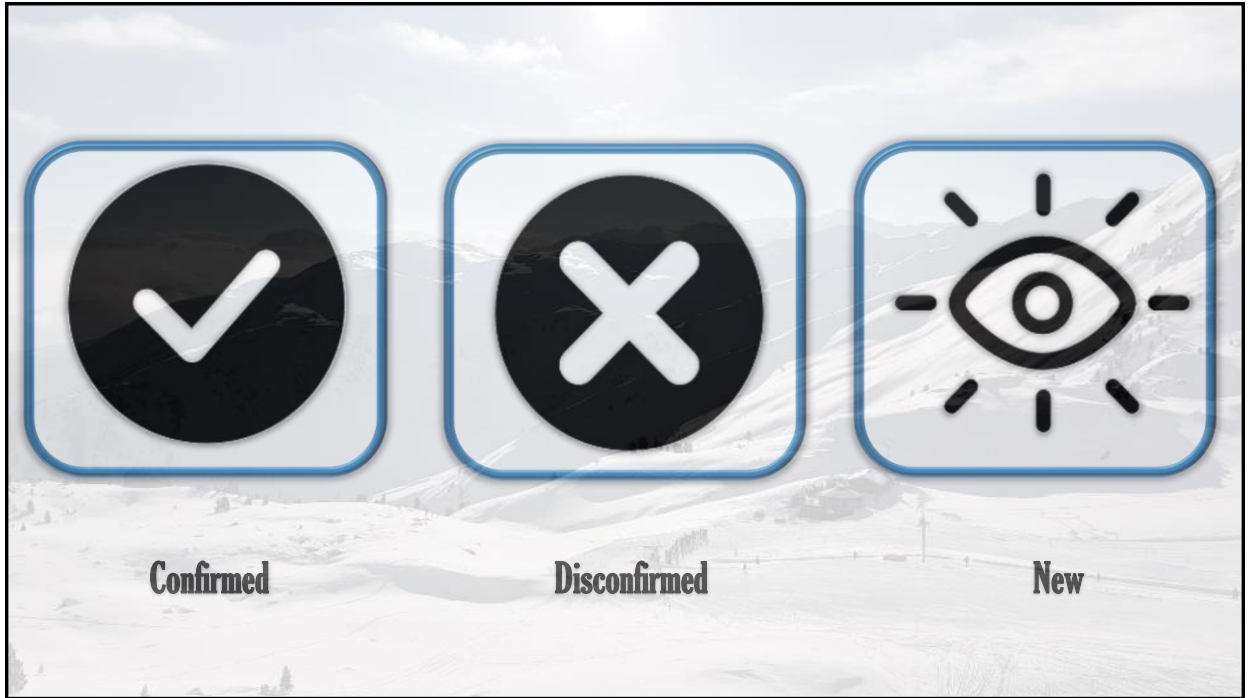


**Browning
(Ogden — Utah)**

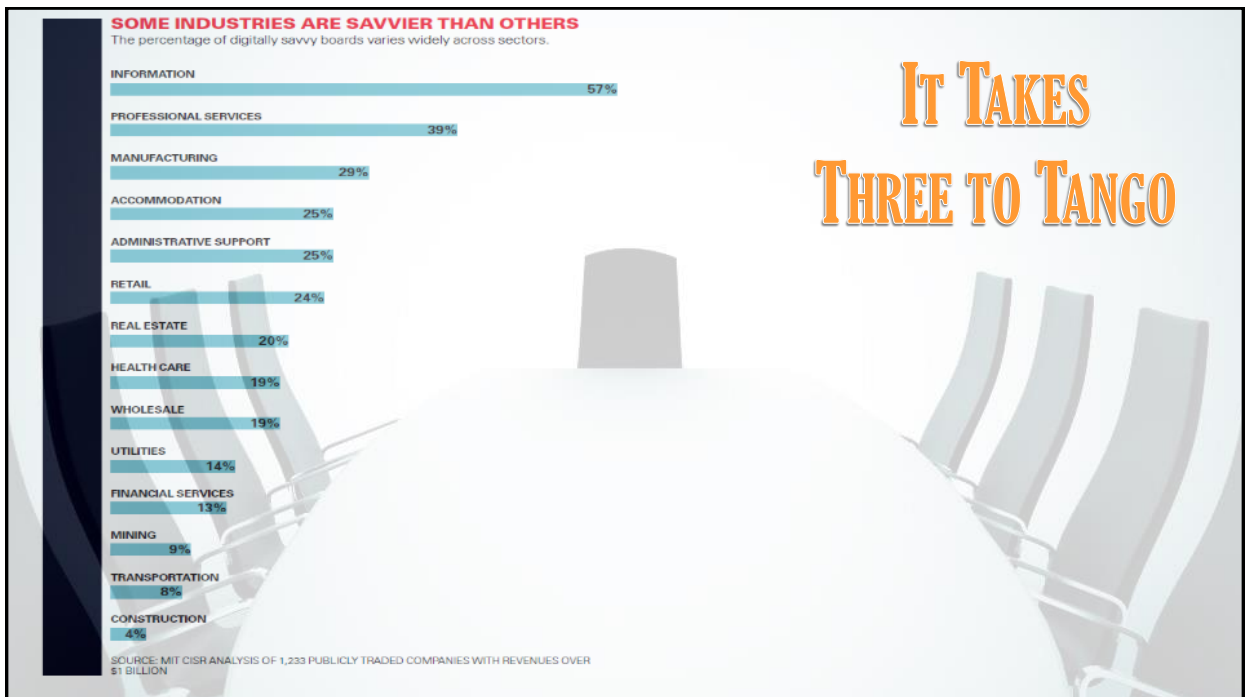


**Winchester Company
(New Haven — Connecticut)**

56



57



58



59

**Wat wil je later worden?
vroeg de juf.
Het was in de derde klas.
Ik keek haar aan
Ik wist het niet,
Ik dacht dat ik al iets was.**



60



61

Prof. dr. Rudy Moenaert (1961) is gewoon hoogleraar strategische marketing aan de Tilburgse TIAS School for Business and Society. Zijn werkterrein is strategische marketing en innovatie, voornamelijk in business-to-business bedrijven en dienstenorganisaties. Hij is Academic Director van de Executive Master of Marketingopleiding op TIAS. Hij is een gepassioneerd docent en adviseert ondernemingen in hun marktplanning. Hij is lid van diverse adviesraden.

De business van deze West-Vlaming is de business of fun: op basis van wetenschappelijk onderzoek en concrete samenwerking met het bedrijfsleven gedegen inzichten verwerven inzake strategische en industriële marketing en innovatiemanagement. Rudy Moenaert is coauteur van *Marketing met Ballen* (Adfo 2016), auteur van *De pijn van het ondernemen* (LannooCampus 2012) en coauteur van *Marketing Strategy & Organisation. Building Sustainable Business* (LannooCampus 2011, 2de editie). Hij publiceerde in de internationale toptijdschriften zoals o.m. *Management Science* en *Journal of Product Innovation Management*.

Hij houdt van de bourgondische genoegens van het leven, sport, reizen, Club Brugge en motorrijden. Je kunt hem bereiken via www.moenaert.be, LinkedIn (Rudy Moenaert) en volgen via Twitter (@moenaert). Lijfspreuk: "Du choc des idées jaillit la lumière."



THANKS !

62