Combinatoric Innovation
Environments for Mobilization of Intellectual Capital
Prof. dr. Paul Louis Iske
Maastricht University
The world is getting more and more complex

This asks for Agility
Innovation

Innovation is the process in which value is created by the application of knowledge in a way this didn’t happen before.
A well-known formula

\[ \text{NT} + \text{OO} = \text{EOO} \]

New Technology
Old Organisation

--------------------------------------------- +

Expensive Old Organisation
Agile or Trapped in Patterns?
Paradigm Shifts

A Paradigm shift is a change in the basic assumptions within the ruling theory of science

Thomas Kuhn (1962)
Creativity

Being *multiparadigmatic*: flexibly moving between, combining and integrating diverse ideas, perspectives, intelligences and paradigms

PO

= Provocative Operation
Verschillende perspectieven
Increasing the Creativity Score
Closed and open innovation

Closed Innovation
- Ideas limited in proprietary R&D
- Only developments that follow the regular business line are accepted
- Protectiveness of Intellectual capital

Open Innovation
- Organization accommodates a fraction of available global talent
- Owned and external intellectual capital are fused to strengthen business
- Spin in and spin out
Combinatoric Innovation

Combinatoric Innovation is the process of discovering new ways of value creation by combining and applying previously disconnected intellectual capital from two or more sources.

Community of Serendipity
Fundamental Question

What could we do Together?

or:

Will it Blend?
Combinatoric Innovation Business Case

WHAT'S IN IT FOR ME?

- Speedy Boarding on EVERY flight
- The best choice of seats
- Control over your flight costs
- Fewer booking steps
- Exclusive member offers

Get it now »
Rationalizer is an exploratory concept in order to learn about the exiting domain of sensing emotions. Think of this exploration as a concept car; a concept that provokes discussion and gives us a way to learn from all potential stakeholders. In a few years from now you might recognize some of the elements of Rationalizer in the products and services we will market by then.

ABN AMRO and Philips have joined forces in the development of Rationalizer; an exploratory concept targeted at serious home investors who trade online.

One can think of Rationalizer as a kind of ‘emotion mirror’ in which the user sees reflected the intensity of his feelings, enabling him to take financial decisions which are less emotionally charged and more rationally founded.

The Rationalizer concept is a joint exploration project by the ABN AMRO Dialogues Incubator and Philips Design. During the project other crucial parties were involved such as potential end-users, Philips Research and the VU University Amsterdam. This cooperation has led to various propositions of which the Rationalizer concept is a first concrete manifestation.
35 ways to stifle innovation & creativity

1. Don’t be ridiculous
2. We have already tried this
3. This is too expensive
4. That is impossible
5. That is not our responsibility
6. That is a too drastic change
7. We don’t have time for this
8. This makes other things we do unnecessary
9. We are too small for this
10. This is not our problem
11. We have never tried this before
12. Let’s be realistic
13. Why changing, everything goes well?
14. You are years ahead of your time
15. We are not ready for this yet
16. This is not in the budget
17. This is not according to our policies
18. We have to use the resources we have got
19. You can never make this happen
20. The management will never buy this
21. We will make a fool out of ourselves
22. Let’s keep this for a while in our head
23. We always managed without it
24. Has somebody else tried this one?
25. In our organisation this will never work
26. Can you guarantee that this will work?
27. This idea is good, but you know our system...
28. This is the way we have done it for years
29. If we do this, than that should also be changed
30. This is something for later
31. Let somebody have a look on this
32. If this would be a good idea, somebody else would already have done it
33. We will never find somebody to do this for us
34. You will never find a customer for this
35. Since when are you the expert?
Creativity, Entrepreneurship are Spontaneous
We are convinced...

“Everything is under control!”
Business Case

A business case is a set of lies that make management decide what we want them to decide.
Stage Gating

- Concept
- Quick Scan
- Business Case
- Pre-launch: Prototype
- Launch Product or Service

Ideation
Combinatoric
Innovation

Create

Operationalise
Mix of DNA: Surprises are possible!
In the 2nd half of the 1990s Randstad Holding set a goal of taking a strategic position in The War for Talent.

The institute for Brilliant Failures believes that failing is especially useful when others can learn from it. We therefore invite you to share your brilliant failures with the visitors of this site.
INSTITUTE OF BRILLIANT FAILURES

WINNER PUBLIC AWARD OS 2010 - TEXT TO CHANGE HIV/AIDS AWARENESS VIA SMS IN UGANDA

SEE ALSO IN THIS CATEGORY

- Winner Jury award OS 2010 - Vredesielanden
- Winner public award OS 2010 - Text to Change
- Re-financing Bad Dept instead of micro-credit

COMMENT / COMMENTS

Place your comment on article: Winner public award OS 2010 - Text to Change HIV/AIDS Awareness via SMS in Uganda
CONCLUSIONS

• CREATE THE RIGHT, OPEN ENVIRONMENT FOR INNOVATION
• SERENDIPITY IS A CRUCIAL BUSINESS PROCESS
• INNOVATION BY EXPERIMENTATION
• FIND NEW COMBINATIONS
• THIS REQUIRES TRUST, MORE THAN CONTROL!
• FAILURE IS AN OPTION!
Thank you!

Maastricht University
School of Business and Economics

Prof. dr. Paul Louis Iske
Professor Open Innovation and Business Venturing
School of Business and Economics
p.iske@maastrichtuniversity.nl
www.maastrichtuniversity.nl/sbe
www.servicesciencefactory.com
www.networksocialinnovation.nl
Tongersestraat 53, 6211 LM Maastricht
P.O. Box 616, 6200 MD Maastricht, The Netherlands
M +31 6 54 62 61 60

For iPad