



# Innovation Pioneers

**THIS DOCUMENTATION INCLUDES KEY  
TAKE-AWAYS FROM IPx NR 50, OUR DIGITAL  
LEARNING FORMAT, HOSTED BY DOBERMAN  
ON THE THEME 'THE STATE OF INNOVATION  
IN THE CORONA CRISIS'**

The Virtual Tank Meeting took place on June 4<sup>th</sup>, 2020



## **PARTICIPATING COMPANIES & ORGANIZATIONS**

Alfa Laval, AstraZeneca, Blooming, Castellum, CGI, City of Gothenburg, Doings, Ekan Management, Ericsson, Försäkringskassan, Googol, H&M, Handelsbanken, Hultafors, Husqvarna Group, Ideon Open, IKEA, Lindab, Martin & Servera, Merck, Mölnlycke Healthcare, Naturvårdsverket, Performance Sk8 Europe, Stena Metall, Stora Enso, Uponor Corporation, Vasakronan, Volvo Cars.

The Digital Tank Meeting took place over Microsoft Teams.

## **PURPOSE**

IPx nr 50, our digital learning format, was hosted by Doberman on the theme 'The State of Innovation in the Corona Crisis'. In these times of uncertainty, innovation is key to the survival of many businesses and organizations. The digital tank meeting aimed to inspire and support participants in finding new ways forward, through sharing and learning from each other.

"The world will not be the same again. Customer behaviors, the use of tech, attitudes towards sustainability and big societal questions, supply chains, the economy as a whole – everything will change. And the old cliché that 'if you stand still, you lose' is more relevant than ever. If you expect to just go back and do the same as you did before, others will change the market without you. I think you need to prioritize innovation actively! As humans, we long for this to be over, 'to go back to normal', because this is painful. And it will require some mental effort to take steps forward instead of going back." - Elin Ankerblad, Founder and Business Director at Doberman.

## **ABOUT DOBERMAN**

Doberman is an international design and innovation firm founded over 20 years ago with studios in NYC & Stockholm. Since the spring 2020 they are part of the EY network. Doberman transform brands and organizations, innovate new offerings, and make products and experiences. They are on a mission to use design to accelerate radically positive futures.

## **THE STATE OF INNOVATION IN THE CORONA CRISIS**

Doberman started off the Digital Tank Meeting by sharing insights on how businesses have gone about tackling 'the new normal' caused by the corona pandemic. This is a rare situation when almost everyone on the planet are affected by one thing at the same time. Innovation is of great importance in the times we are in right now – with the corona crisis, political tensions and the climate crisis being at the center. Even though times are tough, there are positive news as well to learn from, like the joint effort to create a vaccine and the global strive for development.



The team at Doberman urged participants to use this time to find new ways to solve important problems, share experiences, support each other, and explore new partnerships. “Let’s inspire each other to work more with each other”. All participants were given an action to complete after the digital session: “Find one person you would like to chat further with and book a remote walk n’ talk.”

The corona crisis has affected all businesses. We see new innovative products and services to help people deal with the pandemic – like the ‘Hygiene hook’ to help people open doors without touching a door handle or contactless order + pay to help people buying take away food to pay without entering the restaurant. McKinsey say that: “The wave of products and apps to meet coronavirus-specific demand may soon oversaturate the market.” Therefore, it is crucial to focus on what’s most important and not only chase after the latest news when innovating going forward.

“It is in times of great uncertainty that you have the greatest possibilities to be proactive and influence.”

## MANIFESTO – HOW TO MOVE FORWARD

Prior to the Digital Tank Meeting, the team at Doberman had sent out a survey to all signed up participants to get their insights on how their organizations are dealing with the corona crisis and the ‘new normal’. Through analyzing the answers [data can be found in the presentation from Doberman], the team at Doberman could identify examples of innovation in both headwind and tailwind.

### Identified challenges / innovation in headwind included;

- Lack of energy
- Projects postponed or cancelled
- Funding decreased or re-allocated
- Not enough creativity with digital tools

### Identified opportunities / innovation in tailwind included;

- Increase in openness & ‘just do it!’ mentality
- More time to think
- An opportunity to be different
- Collaboration over borders

Based on the answers, a **manifesto on ‘how to move forward’** was put together:

# How to move forward

## A manifesto

#1 Care about your customers

#4 Just do stuff!

#2 Use the momentum

#5 Think big. Act small

#3 Keep thinking long term

## BREAK-OUT SESSIONS - INTRODUCTION

For the second part of the digital tank meeting, participants were split up into two different groups to focus more on two parts affecting innovation in the times of the corona crisis: 'Taking a leap towards sustainability' and 'Becoming a first mover'. Before the break-out sessions started, participants got to listen to short presentations on both subjects.

### TAKING A LEAP TOWARDS SUSTAINABILITY

The corona crisis provides a window of opportunity for organizations to become more sustainable. We have every reason to use this opportunity to create a better world going forward, for both financial and moral reasons. The first track focused on 'taking a leap towards sustainability'.

Four windows of opportunities were highlighted:

- Mobilizing supply-chains: can you get your suppliers to work more sustainable? Heighten demands on suppliers or co-innovate with suppliers to create better sustainability solutions.
- Driving market demand: use new stories and communication to talk about the importance of sustainability. Be 'too honest'. For instance, marketing 'bad bananas' as 'chemically sprayed bananas'.
- Non-competitive collaboration: work together with competitors to create better, more sustainable standards for your industry.
- New business models – is there an opportunity for a new business area? People and businesses are more open for new ideas now.



### BECOMING A FIRST MOVER

We've experienced crisis before and know that it's not only about the financial impact; people are affected as well. The first response following the pandemic was to survive, but now we are moving towards 'first mover adaption'. Instead of thinking of smart gimmicks, focus on brave ideas that you can try quickly. Allow your organization to adapt a startup-mentality. The other track focused on 'becoming a first mover' – and thinking about how to position oneself after the crisis has passed.

Four what-if scenarios highlighted:

- The greater good - lead by example: How can we meet customer expectations and do good that makes a difference? Example: companies helping people in risk groups with day-to-day tasks by matching them with volunteers.
- Speeding up the digital transformation: Never before has digital transformation happened quicker – nothing speeds up change like a crisis. Example: launching new digital services for customers with remote experiences.
- Simplified & mindful spending: we see households having less spendings as a result of the pandemic. Therefore, now is a good time to launch/market products and services that are more affordable due to the new financial reality. For instance, targeting unemployed young people.





- Problem solving made easy: Think of ways to help people with daily problems – help people solve every day real-life issues that people struggle with. Example: offer pick-up services and remote support.

## Taking a leap towards sustainability Checklist

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- ☐ How can we take action to mobilize our supply chain towards sustainability?
- ☐ How can we use this situation to drive market demand for sustainable solutions?
- ☐ How can we accelerate change through non-competitive collaboration?
- ☐ How can we use this new reality to create and launch new business models?

## First mover<sup>®</sup> Check list

- ☐ How can we make our products/services more affordable due to a new financial reality?
- ☐ How can we accelerate our digital eco systems to better meet customer demand?
- ☐ How can we meet customer expectation and do good that makes a difference?
- ☐ How can we be a part in solving the every day real life issues that people struggle with?

## BREAK-OUT SESSIONS - METHOD

Following the presentations, all participants split up into their pre-decided break-out session groups to discuss 'sustainability' or 'first mover' from their own organizations' point of view. The aim of the break-out session was to support each other with current struggles or challenges, and to give feedback on how to come further in these areas. Each group was also asked to come up with three take-aways to bring back to the bigger group.

For the thirty-minute break-out session, **Mural** was used as a digital tool to collaborate through post-its.



## REFLECTIONS, INSPIRATION AND TAKE-AWAYS

After the break-out session, all participants returned to the main discussion to share key take-aways from their groups.

### SUSTAINABILITY TAKE-AWAYS

- There is an open climate for dialogue between different parties right now.
- Momentum for trying new things – this is a ‘boot camp’ period where we are paving the way for the future.
- A lot of challenges discussed have revolved around finding the right partner, supplier, investor.
- “The cupcake way” – instead of going all in on a new collaboration and making a big ‘wedding cake’ we see many organizations starting small, investing small and making a smaller ‘cupcake’ together.
- A sustainable world means new values – we are taking things apart and finding new ways to put them back together. This is a good time for new ideas.
- Keep the conversation going – don’t wait for corona to be over.

### FIRST LEADER TAKE-AWAYS

- There is a democratizing process in all that’s happening now – both physically and technically – where everyone has the same size square in Zoom or Teams. Everyone has the same voice in a way that hasn’t been possible before. This creates a new type of trust and respect for everyone on a team. How can we keep this feeling of inclusion and democratization up going forward?
- The importance of having the right type of data – as always.
- There are test beds to use – a good way for businesses to quickly come together to try new things and solutions.
- Important to dare to speak about new ideas – to quickly overcome obstacles.
- Rethink your business model and how it can be developed going forward.



## ROUND OFF

The Doberman team ended the Tank Meeting by urging everyone to keep sharing experiences and thoughts on how to deal with the pandemic. Supporting each other is always important when it comes to innovation, but maybe more now than ever. Keep exploring what the ‘State of innovation’ is.

And remember the manifesto presented at the beginning of the Tank Meeting:

*#1 Care about your customers. #2 Use the momentum. #3 Keep thinking long term. #4 Just do stuff! #5 Think big. Act small.*

## CLOSING THOUGHTS

Thank you to everyone that took part in IPx nr 50, our digital tank meeting hosted by Doberman on the theme 'The State of Innovation in the Corona Crisis'. The importance of being customer centric, using the momentum of the crisis to act and build new networks and sustainable business models, as well as 'just doing stuff' and 'dancing with uncertainty' were some of the learnings shared during the session. We were almost fifty people from over thirty companies from across the country that took part to share experiences from the current situation and to inspire each other on the way forward. Thank you all for contributing to our collective intelligence!

Innovation Pioneers will continue to explore the best virtual formats for meetups, innovation classes and co-creation sessions for the fall and going forward.

**Thank you to Elin Ankerblad, Johan Dovelius, Kristoffer Lundholm, David Lillewarg, and the rest of the fantastic team at Doberman for hosting this IPx session together with the Innovation Pioneer's team.**

## SHARED DOCUMENTATION

### PRESENTATIONS

Presentation from Doberman

Available on Member's Area of website:  
[innovationpioneers.net/members-area](https://innovationpioneers.net/members-area)



## UPCOMING DATES FOR 2020

- Digital Initiator meeting September 14<sup>th</sup>
- IPx nr 51 – September 15<sup>th</sup> – host Ericsson ONE
- IP Summit 2020 (online/virtual/physical) – November 10-11<sup>th</sup>
- Digital Initiator meeting December 8<sup>th</sup>
- IPx nr 52 – December 9<sup>th</sup> – host CGI – Human connections

## CONTACT

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