

**GIJS VAN WULFEN**



# ONLINE

**PRACTICAL METHODS, TECHNIQUES AND TOOLS TO KICK-START YOU 100% ONLINE**

**Co-authors:  
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and Rody Vonk**

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BIS Publishers  
Borneostraat 80-A  
1094 CP Amsterdam  
The Netherlands  
T +31 (0)20 515 02 30  
bis@bispublishers.com  
www.bispublishers.com

ISBN 978 90 6369 621 4

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# ONLINE INNOVATION PRACTICAL METHODS, TECHNIQUES AND TOOLS TO KICK-START YOU 100% ONLINE

**GIJS VAN WULFEN**

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# ONLINE INNOVATION

If you would have asked me at the beginning of 2020 whether you could effectively innovate 100% online, I would have said, 'NO WAY!' And now I know I was so wrong. Yes, you can innovate your organisation 100% online. You can devise new products, services, experiences, processes, and business models without any doubt. Since 2020 we, and many others with us, have proven this in practice.

Of course, it was quite a struggle to bring our FORTH innovation methodology 100% online, after its being employed as a 'best practice' for initiating innovation offline for 15 years. We made all the beginner mistakes ourselves. We copied the methodology one-on-one from offline to online with eight-hour workshops a day, which was utterly boring. We experimented with online tools, which in those days, could not handle 25 people brain dumping their ideas simultaneously on the digital collaboration board. Everyone's screen froze, and we had to break away from the online brainstorm. And most of us were untrained in handling those online tools, so each time, the plenary session had to be stopped to explain again 'how to vote', for example, on the digital collaboration board. We had a steep learning curve and managed to work out an inspiring online process for the FORTH innovation method, which delivers great results when working remotely.

For almost all organisations, the transition to remote work in 2020 and 2021 was a restrictive work-from-home one that they hadn't been planning to do. They didn't have the communication or collaboration policies, the online tools, nor a working-online culture in place. All at a time when innovation was needed more than ever to deal with completely new market circumstances. As we saw people struggle, making the common mistakes we did too, we decided to write this practical book to guide people to become great online innovators.

ONLINE INNOVATION inspires you with effective online collaboration tools, techniques, methods, and rules to kick-start yourself to innovate your work and your organisation completely online. That's why this is a practical 'HOW-INNOVATE-ONLINE' book. After describing ten common pitfalls, we share some great tools and techniques that work in practice. We discuss the 'Achilles' heel' of innovating online and present you ten methodologies you can use for online innovation in a hands-on way. The Lightning Decision Jam, the Design Sprint, and the FORTH innovation method will be highlighted, and we work out a hybrid version of this methodology. At the end of the book, you find a systematic description of twenty-five tools and ten methods to get a clear overview at a glance to help you pick the right ones for your online innovation journey.

We hope that this book is a support for you as a consultant, coach, facilitator, manager, or student in the field of design (thinking) and innovation. We are sure that innovating online is here to stay. We see a huge increase in hybrid innovation projects, combining offline and online workshops – using all the online advantages while being personally engaged offline.

Next, there are a few people I'd like to thank specifically: my excellent online-skilled co-authors Maria Vittoria Colucci, Andrew Constable, Florian Hameister, and Rody Vonk, without whom I could never have published this book; designer Frederik de Wal for co-creating another book with me in a wonderful style; text editor John Loughlin; and publisher Bionda Dias for her support making ONLINE INNOVATION a reality.

Let's innovate online!

Gijs van Wulfen



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## CHAPTER 4



# ONLINE INNOVATION TECHNIQUES

In the previous chapter, we showed you ten tools we use frequently and found very helpful in facilitating online innovation workshops. But a fool with a tool is still a fool. That's the reason why we present you ten techniques in this chapter to help you prepare and facilitate your online innovation workshops better, and to prevent you from falling into the pitfalls of Chapter 2. They also help to minimise (some of) the Achilles' heels of online innovation we will discuss in the next chapter.

We group the ten online techniques in three categories: designing engaging workshops, facilitating interactive workshops, and communication and feedback. In designing engaging workshops, we show you what it means to make a Virtual Room Design, how making videos helps you, and what combining synchronous and asynchronous work means. In the second category, we describe how the techniques like together-alone, anonymous voting, the Bulk mode, Break Out Rooms, and Lightning Demos can help you to facilitate more interactive workshops. In communication and feedback, we have a look at the possibilities of online surveys and how the chat function can be used.

## DESIGNING ENGAGING WORKSHOPS

### 1. Virtual Room Design

In the offline world, a good workshop differs from an excellent workshop when the setting fits the purpose of the workshop; for innovation workshops, very spatial open rooms with lots of light function well to inspire people, as do crazy ones, like in a windmill or an art gallery. Nice music, a good light setting, and a great smell all add to the experience. The more senses are stimulated, the more someone becomes immersed, and the more intense the workshop will be.

Online, the experience is completely different. We do not see what our participants see. The gallery view of videoconferencing looks different on an 11-inch screen or a big 30-inch desktop screen. The sound quality and volume differ between old laptop speakers or good quality Bose headphones. You get inspired differently if you are sitting in front of your PC and looking at a beautiful lake and green hills or looking at your laundry in your bedroom.

Using online collaboration platforms and videoconference tools, it is possible to create at least a decent experience for your participants. We experimented with videoconferencing tools. We tried funny, serious, and spacious virtual backgrounds, which are nice for a specific activity or energiser. Still, in general, they are more disturbing, especially when parts of you or the participants disappear. With Butter or Wonder.me, it is possible to create a different feeling than Zoom or MS Teams' straightforward style. Butter has a fresh, playful, and colourful design. Wonder.me is also a bit more stylish. You can make a background picture to be your 'room', and because you can move around, it feels more open.

### CHART: THE FORTH IDEATION SPACE



The best experiences we have had designing whiteboards with the online collaboration platforms are with Miro, Mural, or Klaxoon . With them it is possible to embed pictures, gifs, and videos and to design a room the way you as a facilitator like to have it, from using the colours and branding of your organisation to specific themes for the workshop. Everything is possible. For the idea generation phase of the FORTH innovation method, we designed a board that looks like you are in space. We created it so people would feel no limits, feel free to ideate without restrictions in an 'ideation space'.

The next level of experiences is AR/VR -Environments. We will discuss them in Chapter 11 on hybrid innovation. Watch their development closely as AR/VR will have a real breakthrough in the coming years in professional facilitation.

## 2. Making videos

The shift to online and more asynchronous work made it necessary to rethink how we present tasks or results. When someone does not understand the task or what was given, maybe because of a bad internet connection, because he was disturbed by something next to his screen, or if the issue was just badly explained by the facilitator, two things can happen. The participant is honest and asks if the facilitator can repeat what she just said. The other option is that he says nothing and will not do the task properly. Both are unacceptable for strictly timed and outcome-focused workshops.

'A picture says a thousand words'; A video does it even better. We have very good experiences with videos we make to explain tasks and to show examples, to instruct people online. Video offers a tremendous help when people perform asynchronous tasks, because if the message is not clear, the result will be an extended email ping-pong. With a video, we take our time and make short, entertaining videos to explain the tasks and give the participants an example directly, where

they then have to do the task. We get a lot of positive response for it.

The other action for which we use videos is to make the participants record a video of their results, their presentation, or their prototype. That helps to reduce time spent during presentations, raises their quality, and makes them more entertaining. We also reduce our online time with it. We shift these tasks to occur before workshops, if possible, so people can work on their presentations when they prefer and to provide considered feedback to start solving right away. With special tools presented in Chapter 3, like Loom or with video-conference tools like Zoom or MS Teams, you can record your videos. Making a presentation could also make sense using Toonly to create tool-making animated videos that sum up the findings.

**TIP**  
**When you make a video for assignments, focus on what the participants should do, not on your 'face'. Guide them visually through the process with an example. Make the video short (less than three minutes) and entertaining.**

## 3. Combine synchronous and asynchronous work

One of the main advantages of working online in teams is that you can perform both asynchronous and synchronous work. What does that mean?

For parts of our innovation journeys, we meet in workshops. We are with all participants together in a videoconference, for example, and work in groups or individually, meaning we are all synchronous, working at the same moment on the same online whiteboard. Asynchronous means that the whole team works online in groups or as individuals, but not at the same time. We give them a time frame (most days ) to do specific tasks on their own. Whenever they do it within this time slot does not matter.

We learned that it is even more relevant for participants to know why they are in this workshop and that it has to be relevant for them. How does that look in practice? We use it, for example, for our ideation sessions in the phase Raise Ideas of the FORTH innovation method (see Chapter 10). A few days before the actual ideation session, we already send our participants the prepared ideation whiteboard, with personal idea spaces and the ideation question. The participants are still in the Observe and Learn phase of the FORTH-journey and most of them already have many ideas in mind. So, they feel pretty happy to be able to put their ideas down on a board.

What is the advantage of working this way? Well, first of all, we save time in the workshop itself. Because we do not need to do the so-called braindump anymore. The participants shaped their ideas before the workshop asynchronously. It helps the participants write all ideas down when it suits them best, which results in both more and better ideas. Seeing all the ideas of all the others upfront results in two behaviours that benefit the innovation expedition. A competition on 'who has the most ideas?' and people getting inspired by all

others' ideas. It puts them in a creative mood that helps get more ideas and more innovative ideas.

We also use asynchronous work after the ideation session. We end our workshop after presenting the ideas of the last idea generation technique. To initiate the converging phase selecting top ideas, we give the participants 24-48 hours to make their decisions. This has the advantage that the participants work when it suits them best, when they are alone and focused. This can be done with the technique of anonymous voting. In Miro, it is possible to set voting without disturbing the process on the boards.

We also use the technique Lightning Demos asynchronously if it fits timewise. Then participants can do their research alone and just do the presentation in the workshop itself.

**TIP**  
**We have the experience that the ratio of asynchronous and synchronous work always depends on the participants' commitment and engagement. In the FORTH innovation method, for example, we have in the beginning only a small amount of asynchronous work. We increase it over the progress of the process. In the last phase, Homecoming, the most work is done asynchronously. In the end, you have so much engagement and commitment that people always deliver.**



# ASYNCHRONOUS

ASYNCHRONOUS: YOU GET A CERTAIN TASK, WHICH HAS TO BE DONE BY A DEFINED DUE DATE. INDIVIDUALS OR GROUPS WORK ON THE TASK ON THEIR SCHEDULE

# SYNCHRONOUS

SYNCHRONOUS: WORKSHOP/MEETING VIA A VIDEOCONFERENCING TOOL; EVERYBODY IS VIRTUALLY PRESENT, SIMULTANEOUSLY AND IN ONE SPOT

## FACILITATING INTERACTIVE WORKSHOPS

### 4. Working Together-Alone

It often happens that teams have endless discussions about possible solutions while generating ideas. With the technique together-alone originated in the Design Sprint, you can solve this issue because participants get their own space and time to write down their thoughts before discussing them in the group. One of the main problems is that individual people cannot speak out or that team members influence one another due to hierarchy or other group dynamics, and certain great ideas get lost. To reduce these negative effects on the outcome, you can also use break out rooms to make smaller groups, which are hindered less by group dynamics or hierarchy.

How does it work?

Together-alone works best with collaborative digital whiteboards like Mural, Miro, or Klaxoon, because everybody can work within them simultaneously on the same task, and the results are visual in one spot. In the beginning, the facilitator explains and shows the assignment. If there are uncertainties, questions can be answered, so all participants have a clear and shared understanding of the assignment. The whole exercise is timeboxed. This means that you, as a facilitator, set a time for the exercise, so everybody knows how much time is available for the task. The difficulty is to find the right time frame. It always needs to be a little on the short side, so people do not get too relaxed or start doing something else.

Now everybody starts working on the same task, but alone. When using digital whiteboards, there are two options. Either they should generate thoughts and ideas totally by

# ALONE

ALONE: EVERYBODY WORKS ALONE IN SILENCE

# TOGETHER

TOGETHER: EVERYBODY WORKS AT THE SAME TIME ON THE SAME TASK

themselves in a personal ideation space or using the private mode in MURAL or the Bulk mode in Miro. Or they can see what the others are writing and build on the thoughts and ideas. Most important is that the ideas are written or drawn – made visible – so nothing gets lost, and each idea stands for itself without explaining, leaving little room for misinterpretations. We use together-alone for almost all exercises. Because we realise that online, when people go into break out rooms, they easily drift into talking, chatting, and discussing instead of creating. Together-alone helps speed up our processes and increase the engagement of the participants.

### 5. Anonymous voting

Making decisions is the most important and most challenging part of workshops, especially when talking about innovation. When it comes to decision making, people in western cultures start to discuss because everybody wants to be heard. That has two major disadvantages. On the one hand, the whole process needs a lot of time, frustrating everyone. On the other hand, the decision may be significantly biased by the hierarchy in the organisation, and extroverts dominate the conversation.

With anonymous voting, which you can use on the digital whiteboards Mural and Miro, you can solve this issue. With anonymous voting, you get a fast, clear, and unbiased picture of the opinions of the participants. It can be used as a decision or can be used to make the deciders help to decide.

How does it work?

As a facilitator, we open up a voting session. We give it a name and define the number of votes each participant gets. When we are using Mural, we start voting right away. The voting will pop up for all participants and everyone can vote directly. We can see who voted already. This makes it easy to see when it is time to close the voting. The results pop up directly after the closing, ranked by the number of votes received. We also see how many people voted on it, which is helpful if you have a tie. When using Miro, you have more options. You can define how long the voting will be open and on what exactly you can vote (which sticky-notes, or text, or pictures). That makes it possible to make voting asynchronous without limiting the activities on the board.

In our online innovation practice, together-alone and anonymous voting are a perfect combination to go forward quickly and with purpose.

#### TIP

**It is also possible to do limited anonymous voting with the poll functions of video conference tools like Zoom and Butter.**

When we work with another digital whiteboard without voting function, we use simple circles for an 'anonymous' dot voting.

### 6. Bulk mode

Generating ideas on digital whiteboards hinders some people's creativity because they have to also focus on the technical part of how to create a sticky note and write or draw on it. So, ideas or thoughts might get lost. For this case, the online collaboration whiteboard Miro has the so-called Bulk mode. We have good experiences with it. Participants use it when they want to focus and do not want to get distracted by

others or worry about selecting a digital note to write on. When you start Bulk mode, the whole screen goes grey. Only in the centre of the screen you see something: a line, 'type in bulk add notes'. Here, you can type in your ideas. By pushing 'enter', you start your next idea without leaving this modus.

The Bulk mode can be used for two things. One is allowing people to focus, not getting distracted by the activity of others on the board. When using other whiteboards like Mural or Klaxoon, which do not have Bulk mode, we try to make it easy for participants and already have empty sticky-notes prepared. They just need to double-click, start writing and not worry about making their own sticky-note. The second use is when you want people to share problems: thoughts that should remain anonymous. If you are using Mural, you can use the private mode. Then your participants can only see what they are writing. The texts of the others are hidden.

#### TIP

**If you do not use Bulk mode or another digital whiteboard, you could tell your participants to open an empty word document or spreadsheet and start writing ideas there. Each idea has to be separated with the 'enter' button in the word document. For Mural, you need to copy everything and paste it into the board. Then for each idea, a sticky note will be generated. For Miro, it has to be in a spreadsheet format to work in this way.**

### 7. Break out rooms

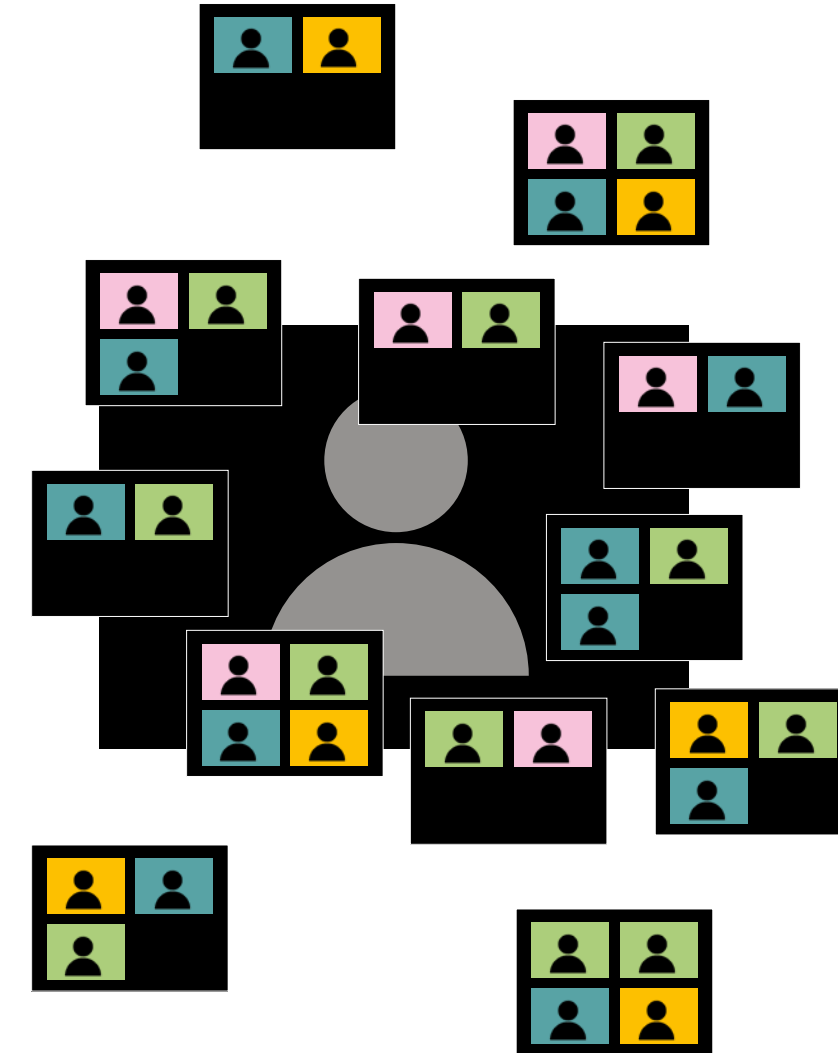
In online meetings with Zoom, MS Teams, Butter, and many others, it is only possible that one person speaks at a time; otherwise, nobody can understand anything. To keep the workshops engaging as much as possible, participants need to communicate and share their thoughts verbally. For this,

you can use so-called break out rooms (BOR). They are online-meetings separate from the main meeting room, providing the advantage that you can send participants into these rooms and get them back whenever you want. This is very important because some participants are already waiting in the plenum, and others are still in the BORs.

BORs are very useful in creating smaller teams, which helps introverts speak up more quickly since it is harder for them to do that in bigger groups. In our experience, BORs should not exceed five people. With more than five people in a room, attention goes down. Only a few will engage in the activity, while others will be passive and drift off. BORs are extremely valuable for getting to know each other in the beginning. Putting people in pairs into rooms for five minutes helps immensely to increase the mood and engagement. Because everybody is able to talk and has a direct personal connection, they are also helpful when group work is needed, and people need to communicate. Until now, Zoom has the best BOR feature. It is very simple to use and has many possibilities like random or manual placing, or participants can choose themselves.

As well as in Zoom, you can pre-set break out rooms in Butter before the actual meeting. The advantage of Butter is that you can set up more than one BOR setting in advance. That means you can create different BOR settings (four groups selected/five groups shuffle, etc.). During the workshop, you can also pre-assign the participants to different settings. That saves a lot of valuable workshop time, makes it easy for the facilitator, and feels smoother for the participants.

Tools like [Wonder.me](https://wonder.me) use a different approach. Every participant can move around in a virtual space and decide with whom he wants to have a video chat. Facilitators can broadcast so everybody, no matter where they are, can listen.



Here, break out rooms are generated and closed by the participants themselves naturally. This means you have much less control as a facilitator. This can be a disadvantage if you need to get a team to work towards their specific objectives.

When MS Teams did not have break out rooms, we used different channels as BORs. That initially seemed to be a good idea but proved to be a big failure. We had instructed the participants to come back after a certain time. But the discussion in the BORS was so intense that they lost time. Visiting all BORs and asking the participants to come back took almost ten minutes before everybody was back in the plenary workshop. And ten minutes is a lot of time in a tight and structured online workshop.

### 8. Lightning Demo

Lightning demo is an exercise coming from the Design Sprint. The idea behind this is to inspire the team to take off their blinders and stimulate thinking beyond their organisation or industry. It has two steps: research and presentation of the findings.

We start with research, when we ask all participants to come up with three products or services that might inspire us. They get about 25 minutes to search the internet. When using online collaboration tools like Miro or Mural, they can drag and drop the board's information. It can be anything, a website, a pdf, a video, or just text. We encourage our participants to research both inside their own company and sector, and also outside their industry. Other industries might be using great solutions already, and we do not want to reinvent the wheel. The participants need to write a sticky note with the 'big idea' behind each inspirational idea found.

Next, they present the findings. Each participant presents her inspiration with a time limit of three minutes for each finding.

We recommend that the presenter shares the screen while demonstrating her findings one-by-one. When all findings are presented, you have a colourful, inspiring whiteboard on Miro or Mural with their key points as a source of inspiration for the ideation phase.

**TIP**  
**Do this asynchronously. We, for example, try to finish the last problem space workshop with the problem statement and the 'how might we' question (HMW). Then we give the task to prepare lightning demos as preparation for the ideation workshop.**

## COMMUNICATION AND FEEDBACK

### 9. Chat function

The chat function in videoconferencing tools – it is simple, it is powerful, and everybody knows it. You can use it in five different ways.

- 1. One-on-one communication.** It allows the facilitator and the participants to contact each other directly so messages can be exchanged without disturbing others. It is a little bit like the chit-chat of two people during offline workshops when they sit next to each other. Or we like to use it to give a tip or a comment to participants individually that others should not see. The only problem we experience is that the chat messages will mostly not be noticed right away, which kills the direct messaging.
- 2. Additional communication.** Gijs van wulfen always says that if you want to explain something, use three ways to make sure everybody gets it: *tell, write, and show*. Here the chat function can help to explain an exercise or task.

- 3. Short feedback.** Use the chat for quick feedback when you do not want to disturb the whole group's process by speech. It is also possible to use the chat as a simple voting tool when participants write within the tool their choice.
- 4. For Interactions.** Chat can also be used for warm-up games, presenting your findings, and for Q&A.
- 5. Share files and links.** If you want to share a file with participants or want them to go to a specific URL (for your digital whiteboard), you can share it in the chat.

**TIP**  
**In Zoom, you can also (auto)save the chat, so you have it also available after the session, which can be very useful if you want to be able to read the input of the participants later.**

**TIP**  
**When you use a setup that has more than one chat possibility . For example, Miro and Zoom clarify what chat you will use and which should not be used.**

### 10. Survey

We use surveys as well as polls. For online Innovation processes, we use them differently. Polls we use to get immediate feedback, mostly with multiple predefined choices. We use it to engage our participants in the workshop itself. Surveys we mostly use to gain insights and feedback for ideas from customers.

### Polls

With Polls, you get quick, unbiased results visualised in a way that encourages reflection and sparks discussion. We use them a lot for a short check-in or check-out, feedback, or collecting insights during the workshop. Polls correlate closely to the anonymous voting technique because most polls are unknown and work the same way. Tools like Zoom, Butter, Howspace, and Klaxoon have polls already integrated so you do not need an additional tool. Kahoot and Mentimeter are poll tools that make workshops more engaging and fun. Kahoot has integrations with MS Teams, Zoom, and Slack. Miro and Mural have the already mentioned anonymous voting function. With them, you can create polls right on the collaboration boards. We also have good experiences with the poll function of Butter; it is easy to make, quite flexible, and looks good. Howspace even has AI-support to help you interpret the results correctly. For us, polls get fast results.

### Surveys

We use surveys to get quantitative insights from participants or customers, or we ask for feedback on ideas or the outcomes of workshops. While polls make the most sense when used during workshops, surveys are done most often asynchronously so people can answer the questions in their own time. For surveys, we use Google forms or other survey tools (like Typeform). One specific example when we use it is concept testing in the Test Ideas phase of the FORTH innovation method. We do a short survey for each of the 10 to 15 developed concepts. The survey consists of the written concept with all relevant information, five rating questions and two questions where customers share their likes and dislikes about the concept. The survey is both long enough to get enough valid data as well as short enough that customers fill it out.

## POLL

VS

## SURVEY

% DON'T NEED DETAILED RESPONSES

% NEED IMMEDIATE FEEDBACK

% ONLY ONE QUESTION TO ASK

% NO TIME FOR ANALYSIS

NEED DETAILED AND EXTENSIVE FEEDBACK

HAVE MANY QUESTIONS TO ASK

NEED TO GATHER PERSONAL INFORMATION

REQUIRE TEXT COMMENTS

source: [www.questionpro.com/polls/poll-vs-survey.html](http://www.questionpro.com/polls/poll-vs-survey.html)

### TIP

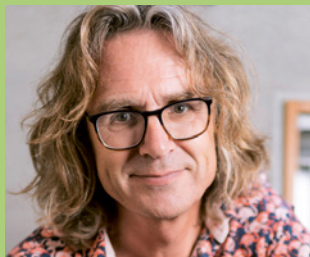
Switching tools online takes time and has a certain risk that it does not work straight away. Depending on your participants' online skill set, your process and your timing, consider whether the additional value of bringing in another (poll) tool is higher than the risks.

Working online is different than in-person. We presented you great tools in Chapter 3, and ten useful techniques to employ them in this chapter. There is, of course, an Achilles' heel in innovating online, which we present in the next chapter, which discusses critical points we experienced during our online innovation projects.

## KEY MESSAGES FROM THIS CHAPTER

- ▶ Online innovation is not worse or better than in-person innovation. It is different, and you can facilitate awesome workshops with these techniques.
- ▶ Designing your virtual room and using video to explain it is the key to making your workshops customer-focused and clear.
- ▶ A fool with a tool is still a fool. Using the right techniques with these tools make a difference.
- ▶ Use polls to get fast insights for yourself as facilitator, and for the participants.
- ▶ Use break out rooms wisely to make your innovation workshop more engaging.
- ▶ Working together-alone is the key feature for making online workshops fast, engaging, and effective.

## ABOUT THE AUTHORS



### Gijs van Wulfen

Gijs (Dutch; 1960) is a worldwide authority in innovation and design thinking. He worked as a marketer in the fast-moving consumer goods industry, and as a strategy consultant before founding the FORTH innovation method in 2005. FORTH is a scientifically proven methodology for the start of innovation, which is implemented on six continents. In 2020 the methodology was taken 100% online with great success.

His third book on innovation, 'The Innovation Maze', was crowned as Management Book of the Year. As a LinkedIn Influencer, he has 330,000 followers.

From Crete, the island where he lives, he inspires people all over the world to be amazing innovators in a practical way with his keynotes, books, webinars, Clubhouse audio-events, and YouTube videos. Recently Gijs is one of the authors of the Future-Fit Manifesto, the successor of the Agile Manifesto of 20 years ago.

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### Maria Vittoria Colucci

Maria Vittoria is Italian, living in Milan. In her job, she supports leaders and organisations to innovate and to build a culture for innovation. Her expertise is in innovation methods and remote facilitation, as well as in cultural and leadership innovation.

She is a business economist who started her career as a marketing consultant, then became fascinated by design thinking and human experience (HX). Having graduated in Economics, earning an MBA, becoming a FORTH Innovation Master facilitator, Executive Counsellor, and Coach, she likes to combine and merge knowledge and practices to promote innovation, change, and well-being.

She's been working for more than 25 years in management consulting companies with major clients across different industries. In 2015 she co-founded Evidentia B-Corp, a consulting agency based in Milan ([www.evidentia.it](http://www.evidentia.it)). She co-edited the Italian version of the book 'The Innovation Expedition' of Gijs van Wulfen.

In the 100% online switch she is working to give a human touch to the online experience.

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### Andrew Constable

Andrew is an MBA qualified Forbes magazine contributor, innovation and growth marketing specialist, and Lean startup coach working with startups and organisations to gain traction with their product or digital solution. Andrew helps teams generate ideas, develop products, and get noticed in the market. Andrew builds entrepreneurial mindsets to create and improve products via a metric-driven method.

Andrew runs a Lean startup, Innovation & Growth marketing agency, focusing on creating more successful startups and growth-focused organisations via Innovation methods. Andrew is a certified Leanstack & Lean startup coach, a FORTH innovation method facilitator and a Growth marketing specialist.

Andrew is a member of the Association of Business Mentors, a fellow of the Institute of Innovation and Knowledge Exchange, and a member of the association of MBAs.

Andrew has over 20 years of experience in product management in global organisations, managing complex relationships at a strategic level and driving business change. Having spent his career working across organisations of various sizes, he has a good grasp of the needs of organisations, whether it is a startup or a more established organisation.

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### Florian Hameister

Florian, as a Remote Innovation facilitator, helps companies to fill their development pipeline with attractive products, services, and business models.

With over 10 years of experience in the producing industry as an industrial engineer and project manager, he made probably all the mistakes in the product development you can. It is this experience he uses to help his clients become unstuck and innovate again. Through his passion for remote facilitation, he is able to enjoy his family life to the fullest and is taking up gardening. He is a big fan of the circular economy and tried to start worm composting about six years ago. After having over a thousand fruit flies on the walls, he figured composting in an apartment has its limits. Since moving to the countryside, he is giving it a second try.

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### Rody Vonk

Rody, based in The Netherlands, has been working as an entrepreneur for almost 20 years. He started his career as a creative concept developer in advertising agencies. Now Rody uses his creative background to develop disruptive ideas and strategies for organisations that become stuck in their daily routine or projects. What he has learned from these assignments are welcome examples and sources of inspiration in his training, workshops, and presentations on Design Thinking, Serious Creativity, and Innovation.

The training Rody facilitates is characterized by the combination of theory and practical group work. Hands-on activities and group discussion as well as interactive exercises and the application of different tools and techniques blend throughout his sessions.

Over the years he has facilitated face-to-face and online sessions around the globe in countries in Europe, Africa, and the Middle-East for hundreds of people with a great variety of job titles (innovation managers, product owners, board room members, R&D experts etc.) for a wide range of (international operating) organisations and multinationals.

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