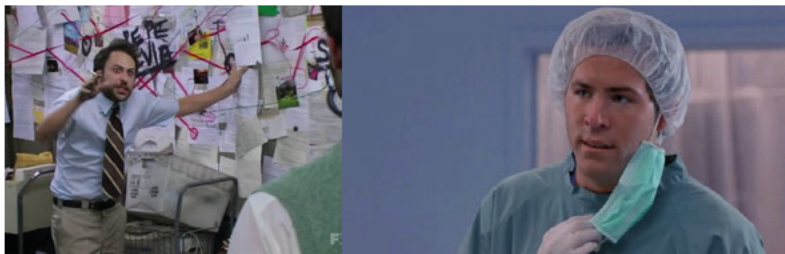


# Design Process

*Leading to Innovation*

## ***To consider...***

- Innovation starts from a deep understanding of needs.
  - Keep asking "why" to get to the core of the problem / need. And always from the perspective of the users.



## ***To consider...***

- Innovation is often a long process, and it's almost always collaborative.
  - Research, create, test, adapt, reiterate.





# Fostering an innovation culture at KLM's Digital Factory

Graduation Student  
David Arellano Coria  
Industrial Design Faculty

Company Supervisor  
Oya Ünlü  
Group Manager Organizer Commer



## About the project

**Started with the following statement, as part of "Industrialization of Innovation":**

*The aim of the project is to improve KLM's current digital innovation processes*

**After carrying out research, which consisted of interviews and observations, the goal was refined as:**

*Fostering an innovation culture within KLM Digital*

## Just a reminder:

**Started with the following statement, as part of "Industrialization of Innovation":**

*The aim of the project is to improve KLM's current digital innovation processes*

**After carrying out research, which consisted of interviews and observations, the goal was refined as:**

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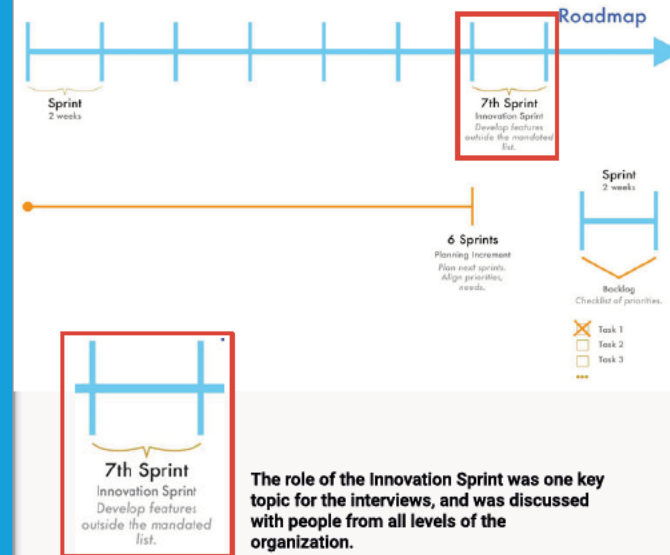
## The interviews

Participants were from both IT and Business

Covered a range of positions from team members to managers and heads of divisions

## Participants talked about:

- Assessment on innovation at KLM Digital
- Their thoughts on current innovation activities
- Challenges faced when innovating
- Their reflections on the current development process and workflows
- Long-term goals for the division



**The role of the Innovation Sprint was one key topic for the interviews, and was discussed with people from all levels of the organization.**

## The main findings, grouped in shared challenges:

- **Defining Innovation**
  - *What qualifies as innovation?*
- **Communication in a complex organization**
  - *How does information travel across the organization?*
- **Collaboration within SAFe**
  - *How do people work together within the framework?*
- **Innovation as a corporate process**
  - *How do we make innovation a part of the workflow?*
- **Mindset and Culture**
  - *What does people think about innovation, and how do they act on it?*

## The main findings from the research were grouped into common challenges:

- **Defining Innovation**
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- **Mindset and Culture**
  - *What does people think about innovation, and how do they act on it?*

## Defining Innovation

- During the interviews, most subjects asked the question "what is innovation?" in some way, and it was clear that there is no shared view on the matter within Digital.
- Without a clear definition it becomes impossible for people to evaluate how good they're doing on the "Be innovative" goal of the company. What do we consider innovative?, how should we evaluate innovations?, what characteristics does an innovative team, or team member, need to have?

## Communication in a complex organization

- Due to clashing points of view at the top, there's ongoing discussions on many topics without explicit agreements. Things like goals for innovation, how to trigger creativity, how to assess innovation, and so on.
- All this of course trickles down until it reaches team members, who get mixed, unclear messages.
- Almost every team member stated how there are no efficient channels to communicate between teams and individuals. This translates in a difficulty to find out what other people are currently working on.

## Collaboration within SAFe

- The SAFe framework has turned Business into the concept and project creator. IT members have become used to getting all the ideas and requirements from Business, and so their role is just to be the assembly line.
- The current framework has definitely sped up the development process, but has also meant that Digital is firmly set in the *Today*. This means that Business and IT mostly react to conditions, instead of looking to prevent or propose new explorations into the future.
- Dependencies are seen as obstacles because they slow down teams. Additionally, the reason why teams prefer to keep their innovations rather small is because they know how complex the organization is, and want to avoid bringing in a lot of people and having to align all their priorities and opinions.

## Innovation as a corporate process

- Many people said that the Innovation Sprints, for example, are not a real, effective way of tackling innovation.
- They pointed out that having a short period of time at the end of a tedious development process can't possibly create valuable propositions. It would be fine if the goal was to just unwind a bit and play, but of course the company is interested in lasting, meaningful projects.
- In response to this, the same people were aware that innovation and creativity should be embedded into the regular workflow, rather than being separate activities that happen sometimes.

## Mindset and Culture

- The separation of tasks between Business and IT has caused that teams working on the back end of the products tend to create innovations on their own workflows, whereas the front end teams develop innovation aimed at consumers, and a bit more towards the future.
- They are always producing or doing maintenance work, which results in little or no time at all to ideate and work on other projects, with very few teams actually carrying out the Innovation Sprints.
- Lack of supervision and push from management to carry out innovation activities leaves the teams to sort them out on their own, and unfortunately it was observed that such activities were often cut out of their planning and workflow.

## Mindset and Culture

- On one hand management complains about the lack of creative drive from team members, but on the other there is no clear action to rectify it.
- It is important to note that team members are very proud of their work, and generally feel happy about their jobs. A number of them expressed that they would like to do Innovation Sprints and other activities, but admitted to not really pushing for them and blamed the amount of work for that.

## Why the culture is the starting point

All these challenges are interconnected. It's become a cycle that feeds on itself.

We believe that the culture and mindset of the people are the most important elements in this loop, because they are the key to make a change on the other challenges.

If there's a positive change on the culture, the other challenges would be easier to tackle.

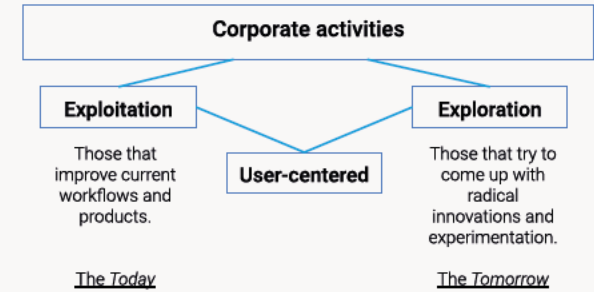
## What should the culture be, then?

People should be confident to explore and experiment on new ideas. However, there should be clear guidelines and roadmaps available, so that those activities have a goal valued by the company.

There should be designated space and time for activities that look beyond the present circumstances, while also carrying out activities that take care of the current conditions.

**Hypothesis:** *This mindset can be produced by making changes to the current processes and workflows.*

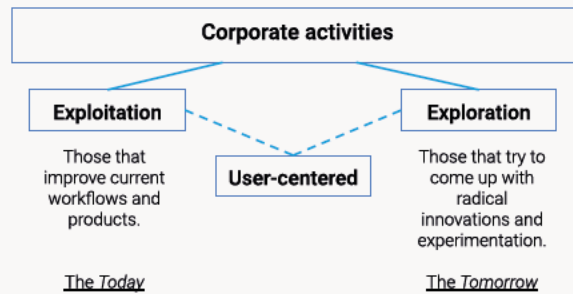
## New culture: Organizational ambidexterity



It is of KLM's interest to not lose the very efficient existing Factory. However, it also needs more breakthroughs that prepare the company for the future.

These both should be carried out by teams from different disciplines, collaborating together to find value for the end-users.

## New culture: Organizational ambidexterity



It is of KLM's interest to not lose the very efficient existing Factory. However, it also needs to facilitate the creation of breakthroughs that prepare the company for the future.

These both should be carried out by teams with members of different disciplines, collaborating together to find value for the end-users.

## Next Steps

The proposal from this project should also be user-centered. That's why ideation sessions with participants from both Business and IT, and with different roles in the organization should be arranged. The sessions would help produce a proposal that's also backed with academic theory from the Design perspective.

At the same time, the goal of the project needs to be shared with Management, given that for it to have effect it needs support and action coming from the top, combined with activities carried out by team members.



## Next Steps

We now need the help of people from the different departments and with different roles, so that a proposal that considers their points of view, their worries and needs can be **co-created**.

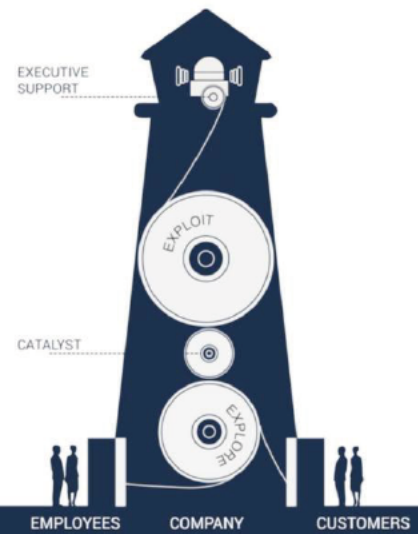
The goal of the creative session is to gather insights that will help define the **ideal scenario** for the people working at Digital.

Then, a roadmap showing how to get there will be developed.

## Fostering an innovation culture at KLM's Digital Factory

Graduation Student  
David Arellano Coria  
Industrial Design Faculty

Company Supervisor  
Oya Ünlü  
Group Manager Organizer Commer



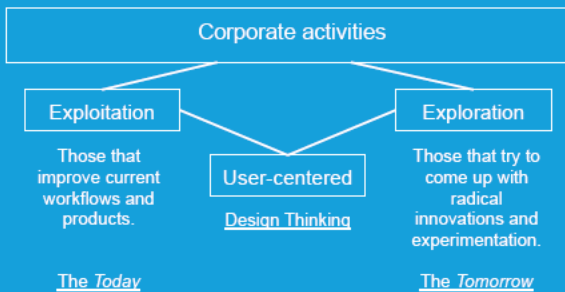
Design-Led ambidexterity: Lighthouse Model by Stoimenova & de Lille, 2017.

### Organizational Ambidexterity

The Lighthouse Model was developed at the Industrial Design Faculty from TU Delft as a way of implementing Ambidexterity from the Design perspective.

This means, user-centered projects that cover both today's needs (Exploitation) and the opportunities of tomorrow (Exploration).

Thanks to the *Catalyst* (collaboration activities) both wheels turn to the same direction and goal.



### What kind of activities?



Conferences / Presentations



Meetups



Design / Innovation Sprints



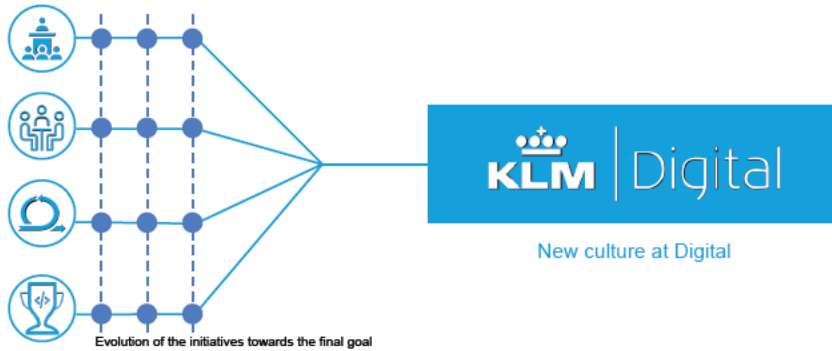
Hackathon

And more...

## What kind of activities?

Many of these activities exist as initiatives within Digital IT. However they're currently disconnected and lack direction.

There has to be a common, clear goal in the horizon and official support so that these initiatives can evolve and create a lasting effect on the teams.



## Fostering an innovation culture at KLM's Digital Factory

Graduation Student  
David Arellano Coria  
Industrial Design Faculty

Company Supervisor  
Oya Ünlü  
Group Manager Organizer Commercial

KLM + TUDelft

## The main findings, grouped in shared challenges:

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- **Mindset and Culture**
  - *What does people think about innovation, and how do they act on it?*

### The goal was refined as:

*Fostering an innovation culture within KLM Digital*

### Why is Culture the starting point?

All these challenges are interconnected. It's become a cycle that feeds on itself.

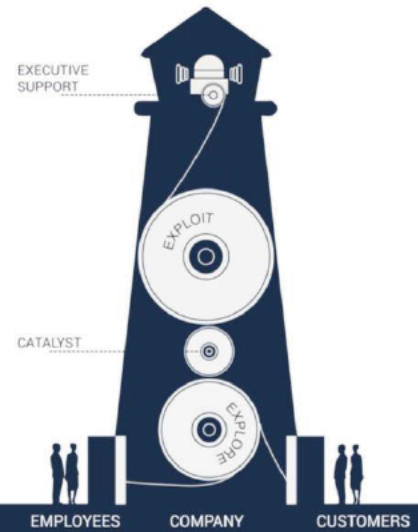
We believe that the culture and mindset of the people are the most important elements in this loop, because they offer a way of impacting the other challenges.

If there's a positive change on the culture, the other challenges would be easier to tackle.

Hypothesis: *This mindset can be produced by making changes to the current processes and workflows.*

KLM + TUDelft





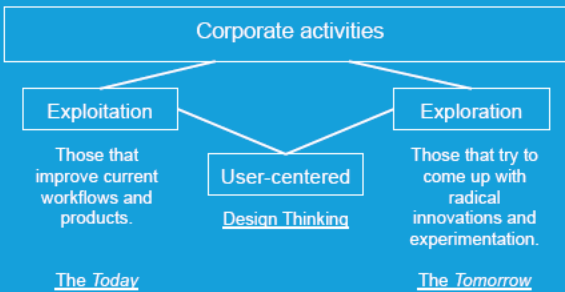
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Meetups



Design / Innovation Sprints



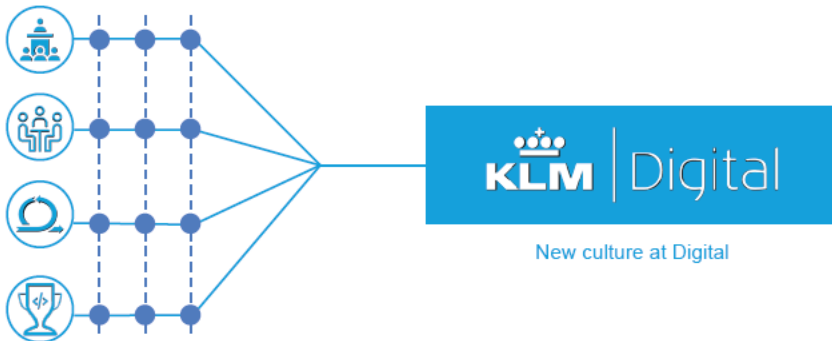
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## Fostering an innovation culture at KLM's Digital Factory

Graduation Student - Strategic Product Design  
David Arellano Coria  
Industrial Design Faculty

Company Supervisor  
Oya Ünlü  
Group Manager Organizer Commercial

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## New focus:

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**Why is Culture the starting point?**  
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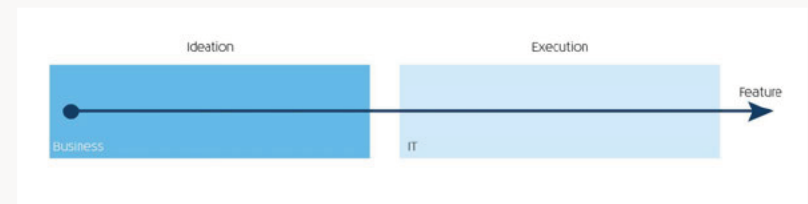
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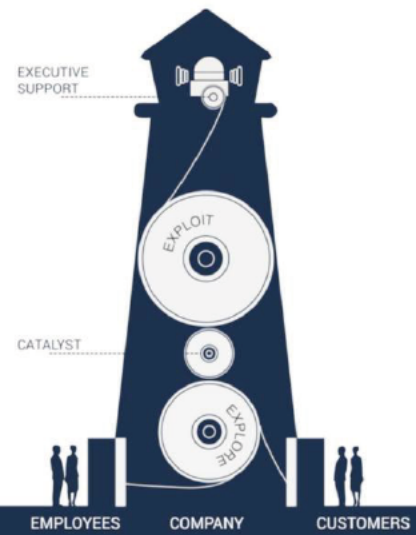
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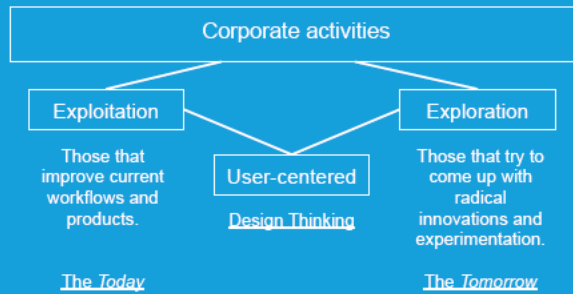
## Current





Design-Led ambidexterity: Lighthouse Model by Stoimenova & de Lille, 2017.

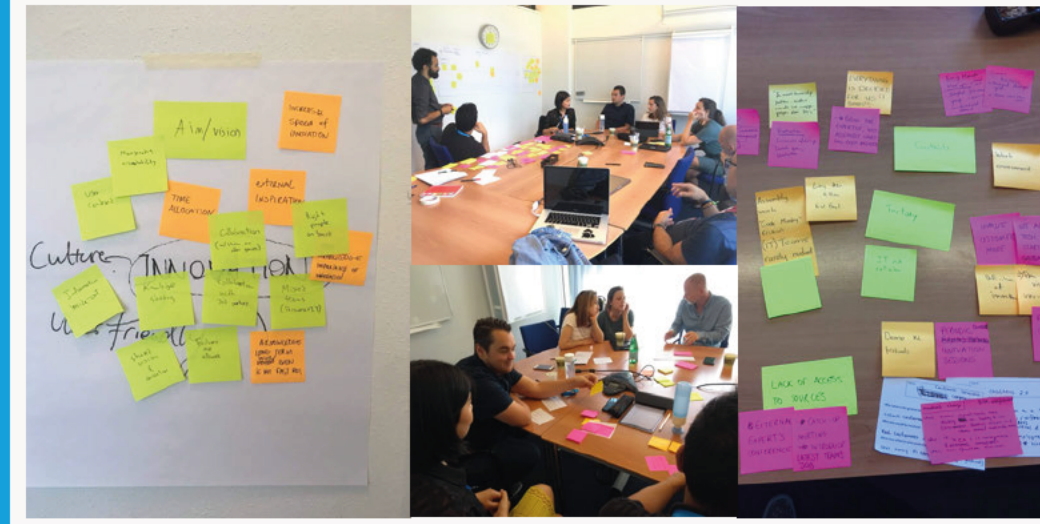
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## Concerns

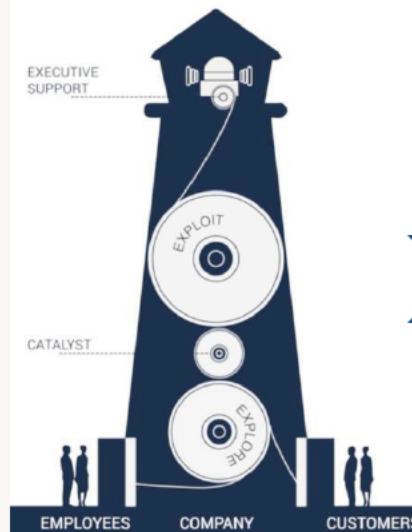
User-centered Collaboration

Inspiration

Sharing knowledge Mixed teams

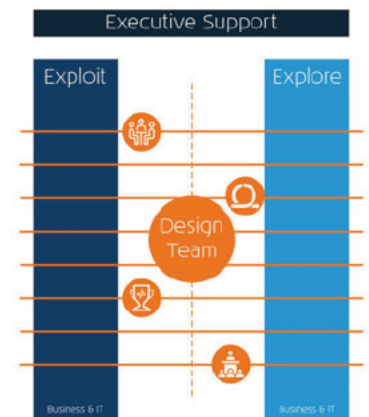
Long term goals

Shared values



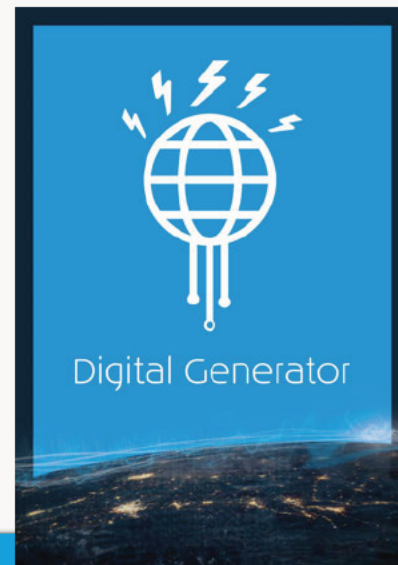
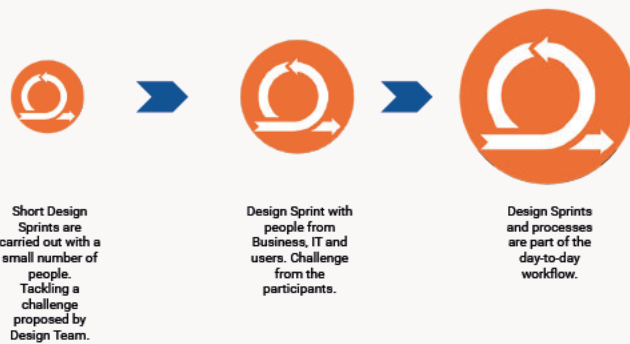
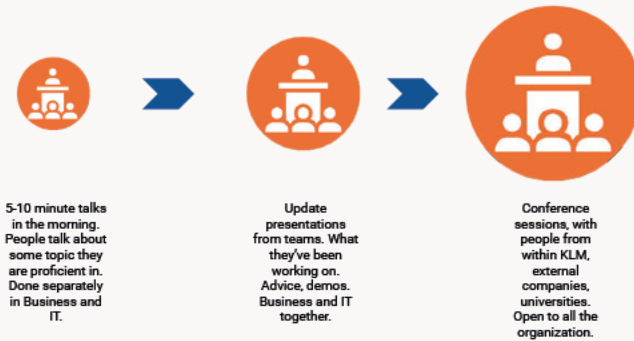
Design-Led ambidexterity: Lighthouse Model by Stoimenova & de Lille, 2017.

KLM Digital



# Vision

KLM Digital is an user-centered generator of digital solutions. We collaborate closely to develop the best experiences for our customers. We are excited to experiment, and not afraid to fail. We move the world of our customers with the best applications of technologies, enjoying every step of the journey.



## KLM Digital Studio on-site research

### **Description of the group**

As stated before, the Digital Studio constantly seeks to improve groups' workflows and tasks with the most recent technologies. Their users/clients can come from any division, which makes the product portfolio really broad and constantly expanding.

As a first point of comparison, the concepts they work on don't always come from Business. Most projects come from the technologies themselves; meaning that people look at the technologies and think about how KLM could make use of them. The technologies are mostly agreed on based on their perceived importance in coming years. When a particular technology shows promise for KLM, Digital Studio creates a team around it to start exploring and developing projects. For example, the Augmented Reality (AR) team has been working for a few years, while the Blockchain team is relatively new.

### **First step: The Bucket**

People from all groups and divisions can ideate on practical uses. How those ideas are conceived depends from team to team and the individuals. Some events are done to kickstart the process, such as brainstorming sessions or round tables with end users, however, there's no rigid guidelines on how often they should be or their structure.

As a way to organize and show the concepts, the Studio developed what they call "The Bucket of Wild Ideas", which is the first section of a physical board at the Studio where progress on projects is shown. The Bucket groups people's ideas into common objectives, for example "Support effective collaboration" and "Reduce costs by simplifying processes and improving efficiency". The ideas are written down on cards that are designed to display relevant information, like the division it'd work in, its progress and general description, among others. The rest of the board shows the current progress of the ideas (in this case already as ongoing projects), like the testing phase or implementation phase. Comments are written down on the cards to give more information.

### **Design-led Agile methodology**

Another point of comparison is the work methodology they use. Although they too follow an agile framework, it is visible that they do so combining it with design processes. In fact, the manager interviewed from Digital Studio stated that she saw their way of working and researching as their added value for KLM, when compared to regular IT and other groups within the company. They take a user-centered approach, where collaboration, co-creation and experimentation are encouraged, as well as carrying out deep research into the users' needs, given that the Studio could serve anyone in the company.

### **Prototypes & Testing**

Given that in most cases the teams need to first explore the technologies and their potential to solve the problems, the projects go through numerous prototypes and tests. The prototypes are basically MVPs (minimum viable product), which have sufficient features to successfully communicate the usage and value of a project. The prototypes are then tested with users and shown around the Studio in order to get feedback and define changes to be made. This enables the teams to reiterate and adapt after users get to test the solutions. It is also useful for Business to see prototypes before committing for a full development, and together with the Studio decide whether a project can keep moving forward or not.

### **Delivering**

If a project receives the greenlight and is fully developed, it finishes with one last point of difference to regular IT, which is that the Studio hands over the project to whatever the target group was initially, so that they implement and maintain the products. This contrasts with regular Digital because for them a final product stays with them to offer future updates and maintenance, as well as oversee its implementation. For the Studio, any future work on a delivered product needs to go through the whole process again.

### **Creative Initiatives**

The Digital Studio also carries out a number of activities that look to impulse the creativity of the team members. As it happens in Digital, the activities have different general goals, like inspire the team members, share knowledge, as part of research or social, among others. The big difference here is that most of them have the support from management, and are part of the workflow. For example, I was present at one of the Studio's Demo Festival.

Those events happen every few months, and it's the opportunity for teams to show their progress and the different projects they have at the time. In that sense, it functions as an update meeting, so that the team members know what the other teams are working on, but it also means that it's a good opportunity to share knowledge and solve questions together.

### **Integration**

Until recently the Studio used to be separate from the Digital division, however, they started the process of integrating themselves into the regular product development process. This means that now whenever Business comes up with a project, they need to evaluate if it's going to be handled by the Studio or by regular IT. The first filter is whether the project is for KLM employees or passengers, given that, as explained before, the Studio only works in internal projects. Nevertheless, if an internal project is viewed as "regular" or well-defined, it can go to regular IT instead.





# IDE Master Graduation

## Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

**! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT**

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

### STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief\_familyname\_firstname\_studentnumber\_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !



family name	
initials	
student number	
street & no.	
zipcode & city	
country	
phone	
email	

Your master programme (only select the options that apply to you):

IDE master(s):  IPD  Dfl  SPD

2<sup>nd</sup> non-IDE master: \_\_\_\_\_

individual programme: - - - - - (give date of approval)

honours programme:  Honours Programme Master

specialisation / annotation:  Medisign

Tech. in Sustainable Design

Entrepreneurship

### SUPERVISORY TEAM \*\*

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	<u>Ir. Kuipers, H.</u>	dept. / section:	<u>ID / AED</u>
** mentor	<u>Ir. Klitsie, J.B.</u>	dept. / section:	<u>PIM / MCB</u>
2 <sup>nd</sup> mentor	<u>Oya Ünlü</u>		
	organisation: <u>KLM, Group Manager Digital</u>		
	city: <u>Amstelveen</u>	country:	<u>Netherlands</u>

comments  
(optional)  
:  
:  
:

Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v.



Second mentor only applies in case the assignment is hosted by an external organisation.



Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.



**APPROVAL PROJECT BRIEF**

To be filled in by the chair of the supervisory team.

chair Ir. Kuipers, H. date - - signature \_\_\_\_\_

**CHECK STUDY PROGRESS**

To be filled in by the SSC E&SA (Shared Service Center, Education & Student Affairs), after approval of the project brief by the Chair. The study progress will be checked for a 2nd time just before the green light meeting.

Master electives no. of EC accumulated in total: \_\_\_\_\_ EC

YES all 1<sup>st</sup> year master courses passed

Of which, taking the conditional requirements into account, can be part of the exam programme \_\_\_\_\_ EC

NO missing 1<sup>st</sup> year master courses are:

List of electives obtained before the third semester without approval of the BoE

name \_\_\_\_\_ date - - signature \_\_\_\_\_

**FORMAL APPROVAL GRADUATION PROJECT**

To be filled in by the Board of Examiners of IDE TU Delft. Please check the supervisory team and study the parts of the brief marked \*\*. Next, please assess, (dis)approve and sign this Project Brief, by using the criteria below.

- Does the project fit within the (MSc)-programme of the student (taking into account, if described, the activities done next to the obligatory MSc specific courses)?
- Is the level of the project challenging enough for a MSc IDE graduating student?
- Is the project expected to be doable within 100 working days/20 weeks ?
- Does the composition of the supervisory team comply with the regulations and fit the assignment ?

Content:  APPROVED  NOT APPROVED

Procedure:  APPROVED  NOT APPROVED

comments

name \_\_\_\_\_ date - - signature \_\_\_\_\_

## Creating a New Design Methodology for KLM's Digital Factory \_\_\_\_\_ project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 01 - 03 - 2019 \_\_\_\_\_ 12 - 08 - 2019 \_\_\_\_\_ end date

### INTRODUCTION \*\*

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

KLM is the most important airline in the Netherlands, and one of the oldest in the world. It is headquartered in Amstelveen, near the Amsterdam Airport Schiphol. In 2004 a merger between Air France and KLM resulted in the holding company for both airlines Air France-KLM, headquartered in the Charles de Gaulle Airport, near Paris. It currently employs more than 30,000 people and flies to 145 destinations.

The company has a strong relationship with TU Delft and its Industrial Design Faculty and cooperates in many projects. This particular project involves a group within KLM, comprised of 400-500 people, known as the Digital Factory. The Digital Factory (DF) is in charge of developing and updating KLM's digital products. At the same time, the DF is divided into 2 big teams:

- 1) IT, which is in charge of developing the back-end of the projects and research technologies
- 2) Business, which sets the course on product development

The aim is to improve KLM's current digital innovation processes, given that product innovation is one very important way to adapt to changes in the market (Dougherty et al., 1996) This will be carried out from the Design perspective, using its different tools and methodologies to understand and improve the context in an holistic way.

This project will have to work closely with both IT and Business to align their goals and needs. On one hand IT experiments to test and develop technologies, and implements new features into the different digital products, and on the other hand Business plans and designs products for the users. Getting their insights, and considering all stakeholders will be very important for this project to succeed in proposing a solution.

The project presents the opportunity to improve a process that would impact how these key groups work, and their relevance on KLM as a whole. The company is well aware of the challenge being up-to-date represents, and the proposal that comes after this project could help KLM restructure its current approach.

It is important though, to note that this project is limited to the aforementioned groups within KLM and the specific target of improving how digital products are developed. The end result might very well be adaptable to other groups or tasks; however, that possibility will not be part of this project.

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introduction (continued): space for images

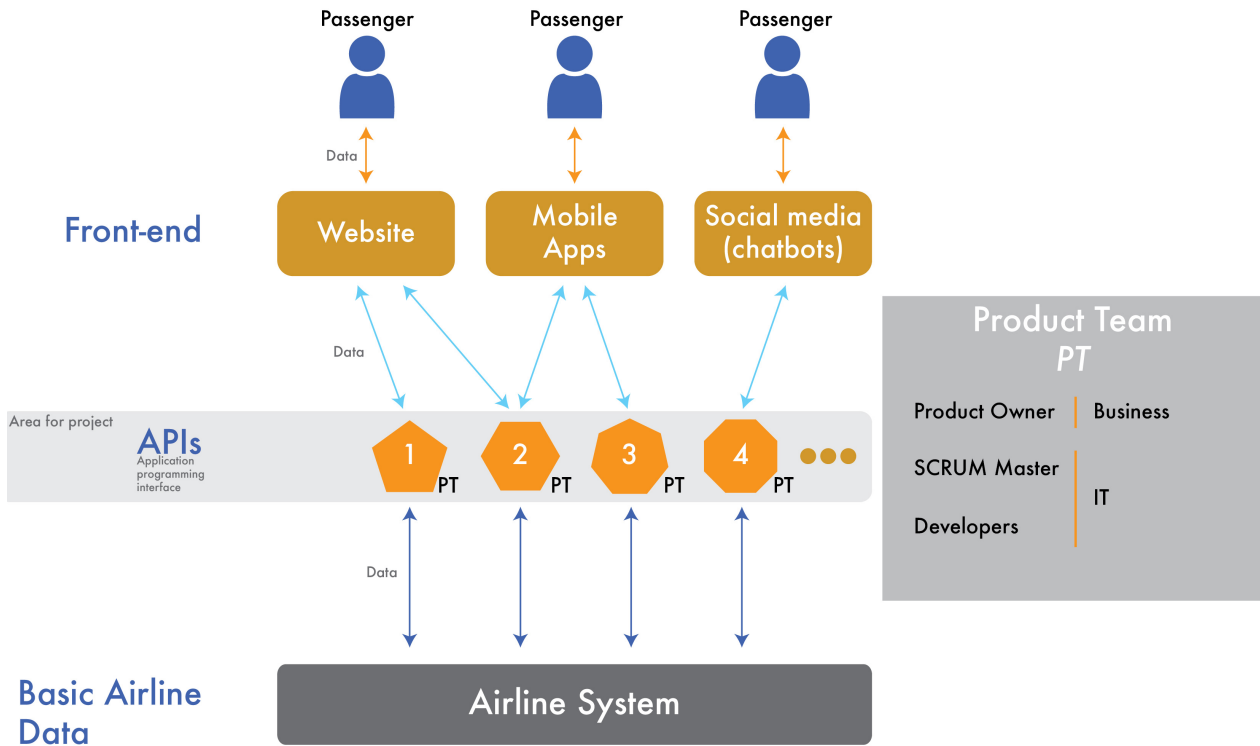


image / figure 1: Data flow and components within KLM's digital products

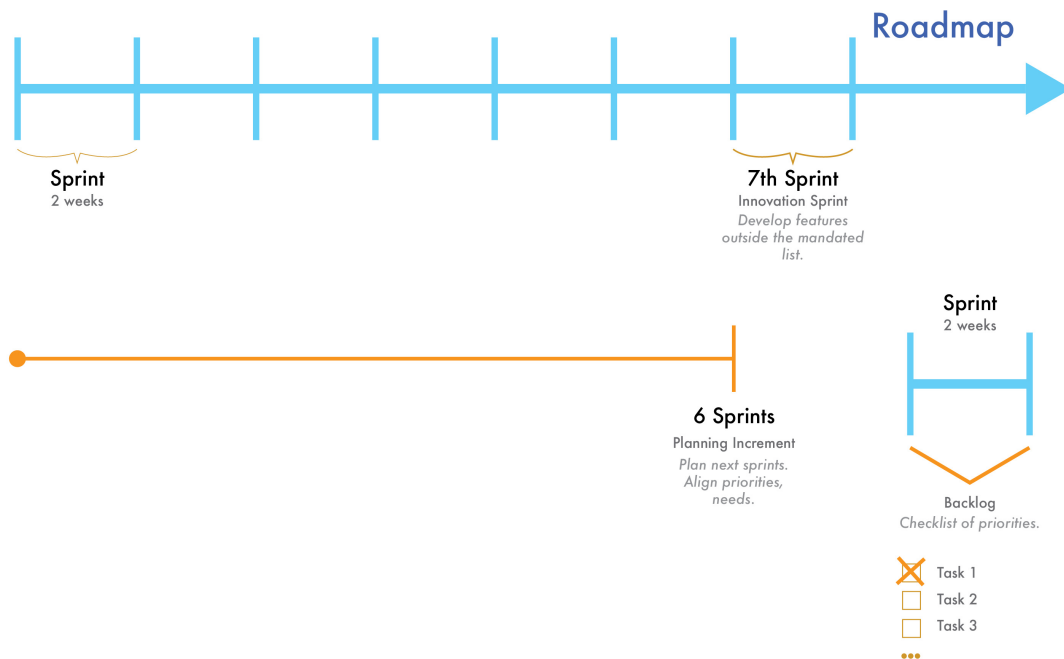


image / figure 2: SAFe Process organization for the Product Teams

**PROBLEM DEFINITION \*\***

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

KLM carries constant product development cycles as part of its innovation efforts. Those efforts are both targeted at increasing exploration and exploitation. Exploration is defined as the activities aimed at new possibilities (experimentation, innovation), while Exploitation consists of those activities that focus on improving existing corporate processes (Blindenbach-Driessen et al., 2014).

However, due to many reasons, there's a disconnection between the DF and the regular, broader product development line. This has led to unofficial processes and adaptations. However, the company has taken notice and is looking to streamline this and speed up the cycles, in a challenge they call "Industrialization of innovation".

KLM hopes this will increase the efficiency of the DF, and will help them avoid serious issues, such as the valley of death, which basically describes the challenge of closing the gap between invention and its implementation as an innovative commercial application (Klitsie et al., 2018). This problem occurs due to a number of corporate and organizational factors, with one key issue being the difficulty for innovators to overcome innovation-to-organization problems, specially in large, mature organizations (Dougherty et al., 1996).

At the same time, how design is related to, and can improve, innovation management has attracted the attention of both the academic and business worlds. Over the last years some theories and concepts have been developed, such as design-driven innovation, design-thinking, design-led innovation, but there's no consensus on their similarities and differences (Klitsie et al., 2018). This project will then work in a knowledge gap that comprises design-driven innovation for digital services and products within a large company.

In the end, this project could benefit KLM's end-users, both by speeding up the development of new services and products and by improving the company's internal processes so that they can provide a better service.

**ASSIGNMENT \*\***

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, ... . In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

In this project, I will design a way to connect the IT and Business groups from the beginning in every project, and thus benefit the company's product development cycle. The end result will be a framework/methodology/model to be implemented by the involved groups.

The company's supervisor for this project is Oya Ünlü, Senior Group Manager Digital, in charge of creating diverse digital solutions and delivering IT solutions. With her input, the project has been tasked with developing a framework that unites the different groups within the Digital Factory and puts them inside the product development line.

This project aims to carry research on the current situation and its stakeholders. In that phase, I'll be able to better understand the challenge and collect insights from the people involved and their context. Then the design solution can be developed, considering the learnings from the previous phase. I expect to end with a tool that the stakeholders can use to improve the current process and inject new features into the digital products at a better pace.

Activities.

First research on the challenges of evaluating and then further developing KLM's digital experiments into products. And then creating a design solution that takes into account the stakeholders' needs, goals, and insights; and enables the company to inject technologies into its products and services more efficiently as part of its efforts of staying up-to-date. The end result would consist of research on the matter and the key groups, plus a design solution (process, methodology, framework or so) that tackles this problem and accelerates the current process.

It is the intention to carry out multiple cycles of prototyping and testing, to constantly improve and build upon previous insights and breakthroughs, while maintaining constant research activities throughout the project.



## MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, ... . Stick to no more than five ambitions.

I have a big interest in digital services and products, so I immediately took the opportunity of working on the topic with such an important company as KLM. I'm eager to apply the knowledge I've gained in the MSc in this space, given that my previous working experience didn't involve digital solutions. During my Strategic Design studies, I've learned a lot about the importance of iterating based on testing and prototyping, and I'm interested in applying that in this project. Also, the goal of the project should be implementable in the short-term but as a strategic designer I'm interested in looking beyond, and hopefully plan the future alongside the company.

Furthermore, the project will work inside a knowledge gap in the innovation management theories, and I am very interested in contributing to the field with the results of my graduation project. As well as going deep in this topic, which has proven to be appreciated by today's companies and could benefit my professional career.

In addition, I'm interested in carrying out this project by myself. Obviously with the input and involvement of different people, but taking decisions and responsibilities of my own. So far, my experience while working and studying has been mostly in teams, or with a clear person in charge and delegating tasks. So I'm looking forward to taking responsibility for finishing this on time and with a valuable proposal.

### REFERENCES

Klitsie, J.B. & Price, R.A. & De Lille, C.S.H. (2018). Overcoming the Valley of Death: A Design Innovation Perspective. 21st DMI: Academic Design Management Conference, 958-972.

Blindenbach-Driessen, F. & van den Ende, J. (2014). The Locus of Innovation: The Effect of a Separate Innovation Unit on Exploration, Exploitation, and Ambidexterity in Manufacturing and Service Firms. *J PROD INNOV MANAG*, 31(5), 1089–1105.

Dougherty, D. & Hardy, C. (1996). Sustained Product Innovation In Large, Mature Organizations: Overcoming Innovation-to-organization Problems. *Academy of Management Journal*, 39(5), 1120-1153.

## FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.