

Shaping the Future. Together.

A strategy to guide and inspire technological innovation across Achmea

What

A strategy designed for Achmea to innovate with digital technologies. It empowers employees to come together across Achmea and collect insights about the future to imagine future visions - new interactions between people and products. The new vision guides, inspires and steers innovation at Achmea. Like a school of fish, the employees continuously sense the environment and react as one.

Why

Digitalization is a phenomenon describing the increasing use of information and communication technologies in our society as whole and in our daily lives. They reshape the fundamentals how we organise our lives, how we interact with friends and family, how we work and collaborated and how we understand the world around us. Digital technology makes us more connected and more insightful.

Because of digitalization companies, including Achmea, experience increasingly more dynamic markets. Many markets already have experience significant change, such as logistics and Entertainment industry. The financial and insurance market is experiencing that change right now. Start-ups working on 'Insurtech' and 'Fintech' are hot and booming.

How

'Shaping The Future. Together' means connecting different innovation paths with Achmea to shape a vision of the future and move forward in open and iterative manner together. Different processes work in tandem to generate knowledge about futures through tests, concepts and visions. This strategy generates knowledge on new value propositions, new business models, new products and services, new processes and IT infrastructure.

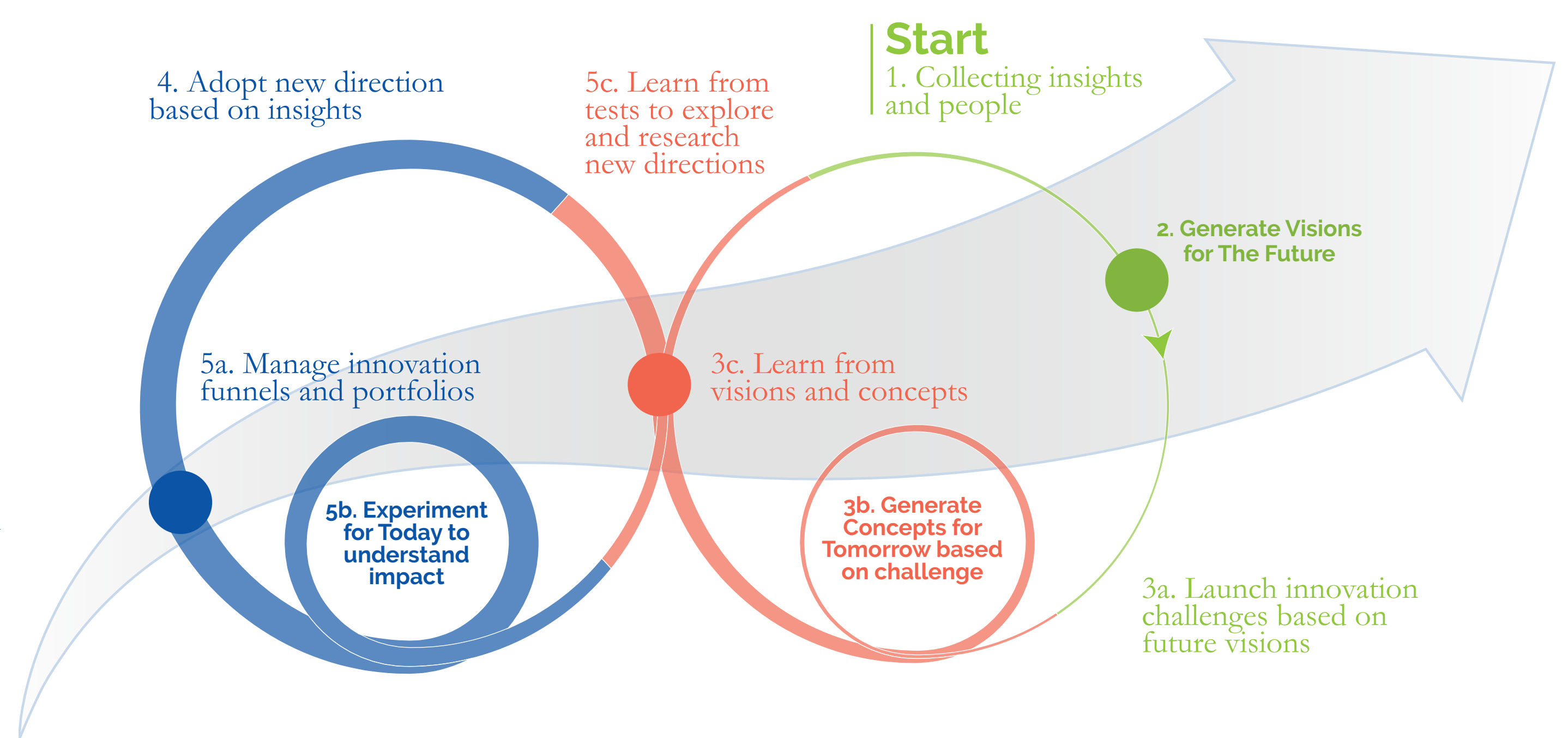
The underlying question of this project has been how an organisation can deal with changes in the environment that are volatile, uncertain, complex and ambiguous. This question is not bound by time, it has always been there, but in this age of digitalisation we have realized for what it is. Digitisation has made us more connected and understandable of our environment. Digitization has shown us how dynamic the world really is, but it has also given us tools to deal with it.

Digital technologies makes it easy to share knowledge and organise people. New workforms, such as Agile, enables us to fully embrace digital technologies to make meaningful products and services that fit these dynamic markets.

Vision Workshop

To mobilize people we have to have a common purpose that is shared and supported by the majority. What that goal is and who defines it, is something that emergence from within. From within the values and dreams of people, the things they desire and choices they make. A shared vision of the organisation forms from those individuals.

I have tried to capture this phenomenon by designing a strategy, innovation process and workshop that lets employees express their visions and use this to inspire and guide innovation.



Future goal 1:
"We, Achmea, want people to experience stability and security. We can do that, because Achmea prepares society for and fuels discussion on social disruption and gap of technological classes."

Future goal 2:
"We, Achmea, want customers to experience trust and certainty by knowing and trusting their data is thurstworthy for others."

The workshop has been tested with employees of Achmea. It was a huge success, the energy was high and they were impressed about the deep discussion. In only four hours the managed to make two visions for the future.

To create the strategy, process and workshop, I used a combination of different approaches; Innovation of Meaning (Verganti, 2017), Vision in Product Design (Hekkert & Dijk, 2011), Contextmapping (Sanders & Stappers, 2012), Backcasting (Vergragt & Quist, 2011) and the Three Horizons Method (Curry & Hodgson, 2008).

achmea

Achmea is a leading insurance company based in the Netherlands. They provide Health, Life and Non-life insurance to mostly Dutch based customers. Achmea is the market leader in the Netherlands, serving about half of all Dutch households.

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