



# Introduction to *AI-powered* innovation



Webinar

# Death of the Double Diamond, and the new Stingray model

## SPEAKERS

**Geoff Gibbins**

Managing Director AMER at Board of Innovation

**Natasha Nair**

Associate Director at Board of Innovation



# What we'll cover



**1**

**Introduction to  
AI-powered innovation**

**2**

**The Double Diamond Model -  
and why it's losing ground**

**3**

**The 'Stingray' Model - its  
future potential and how  
we're using it**

# The emergence of AI marks a **historic development** in innovation



**How might we shape innovation  
in an entirely new and  
better way with AI?**

New scientific breakthroughs are automatically translated to new product concepts for your consideration

Companies are able to serve your needs before you can formulate them

Synthetic testing extends into synthetic worlds - and is better able to predict human behaviors than real humans

# **/imagine what innovation could be when powered by AI**

Concepts are generated and rapidly assessed for desirability, feasibility, viability, sustainability and market timing

Products and services evolve along their lifecycle to always be in line with the latest customer needs

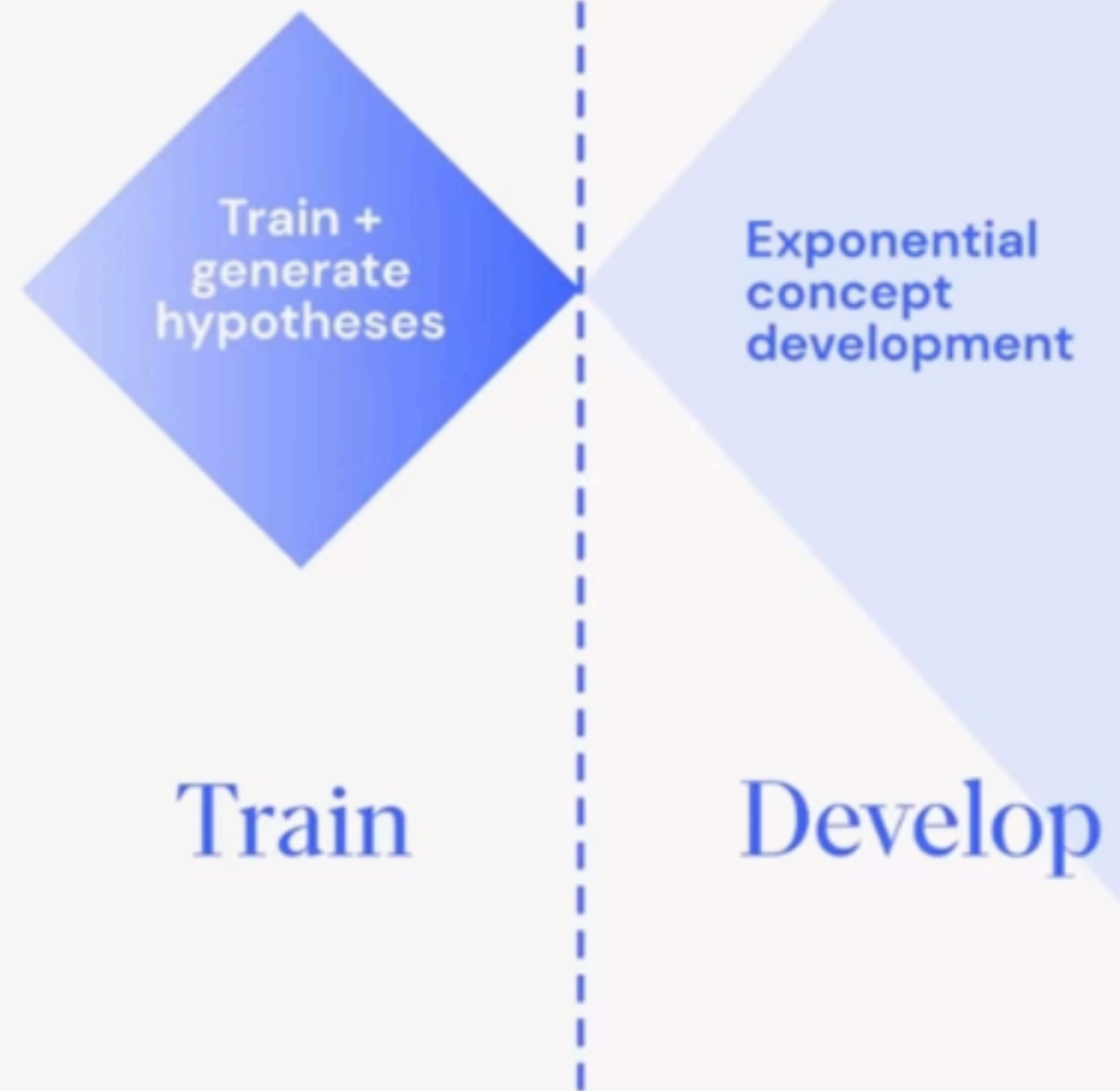
**Yes - we know people are skeptical about whether this is ever going to happen and if we're just being overly provocative.**

**But the awkward truth is that this is already happening.**

# A proof point from the real world...

We are partnering with a major global client to develop an AI-powered co-pilot engine to run the first two stages of the new 'Stingray' model - with human intervention at key points.

The speed of progress and quality of outputs has **shocked** both us and them.





**But the point isn't just to automate what we've been doing for 20 years - it's to address the **big unsolved problems** in corporate innovation.**

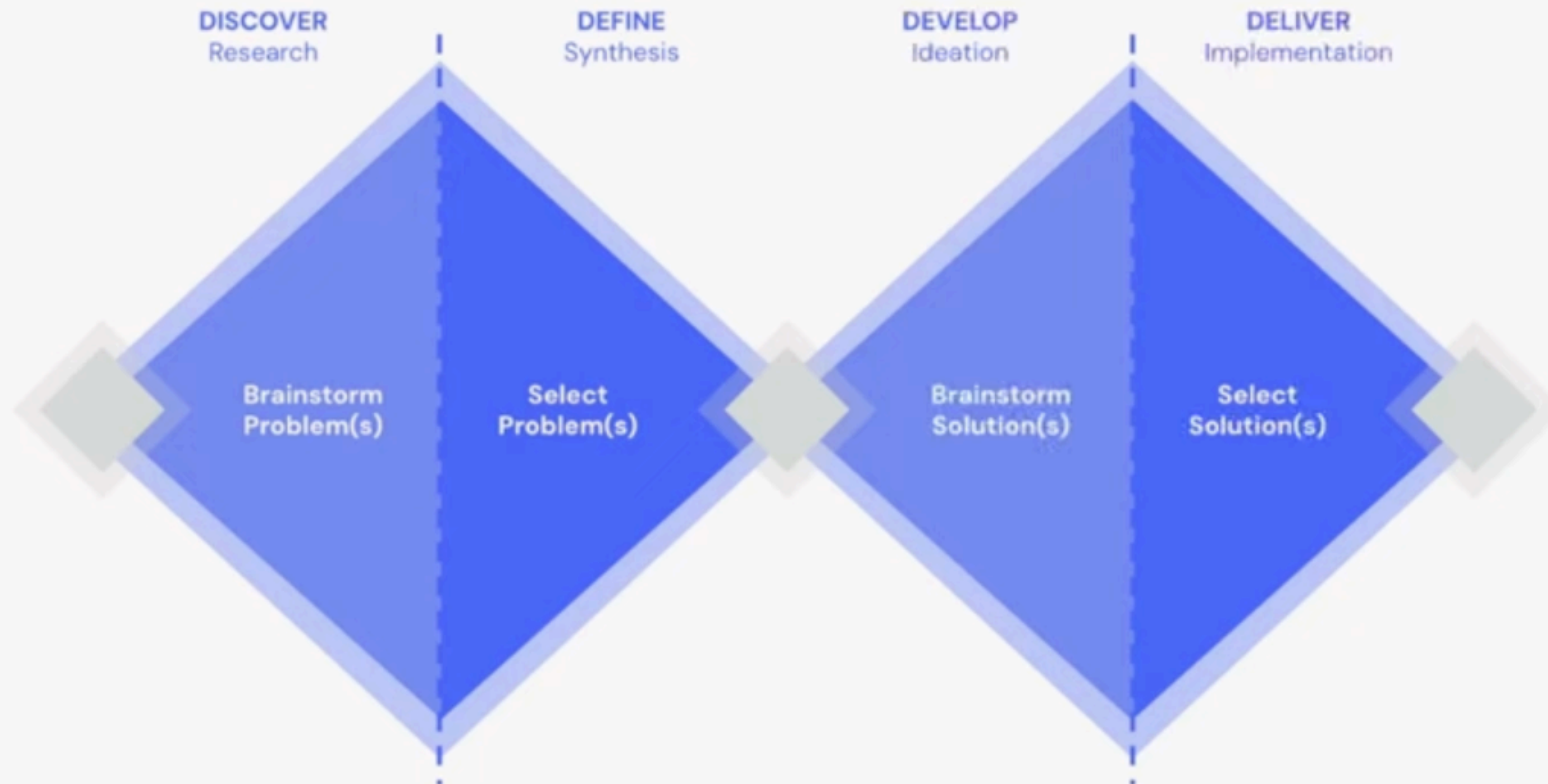
- Improved success rate to justify investment
- More practical innovations - not just things customers love
- Innovation teams optimized to deliver value - not 'innovation theater'
- Closer integration between innovation, corporate strategy and institutional knowledge



# The Double Diamond model



# The 'Double Diamond' has dominated how we conceptualize, plan, and run design and innovation projects



**"In five years it might be that  
nobody is talking about the  
Double Diamond."**

Koen Burghouts, Vice President of Innovation, PepsiCo

# 01 Success in innovation is not about human thinking alone



02

**It focuses resources on desirability - not feasibility and viability**



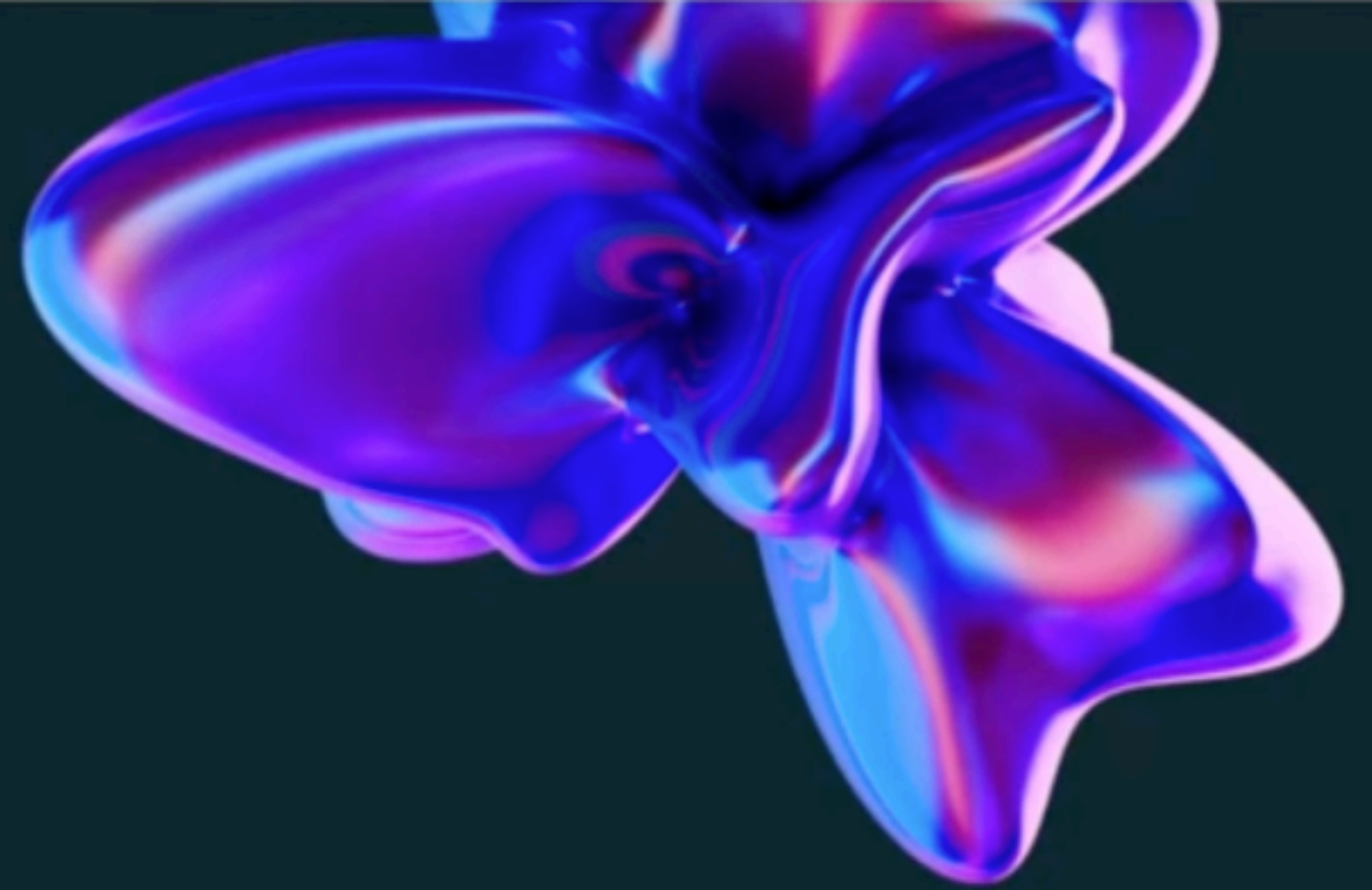
The Double Diamond is losing relevance

03

# It reinforces human biases and foibles



# Which of these resonates with you the most?



**01** Success in innovation is not about human thinking alone

**02** It focuses resources on desirability – not feasibility and viability

**03** It reinforces human biases and foibles



3

The explosive emergence of Generative AI is leading to the relevance of a new model - *the Stingray model.*



**Effective and timely resource allocation**

**Focus on experimentation over empathy**

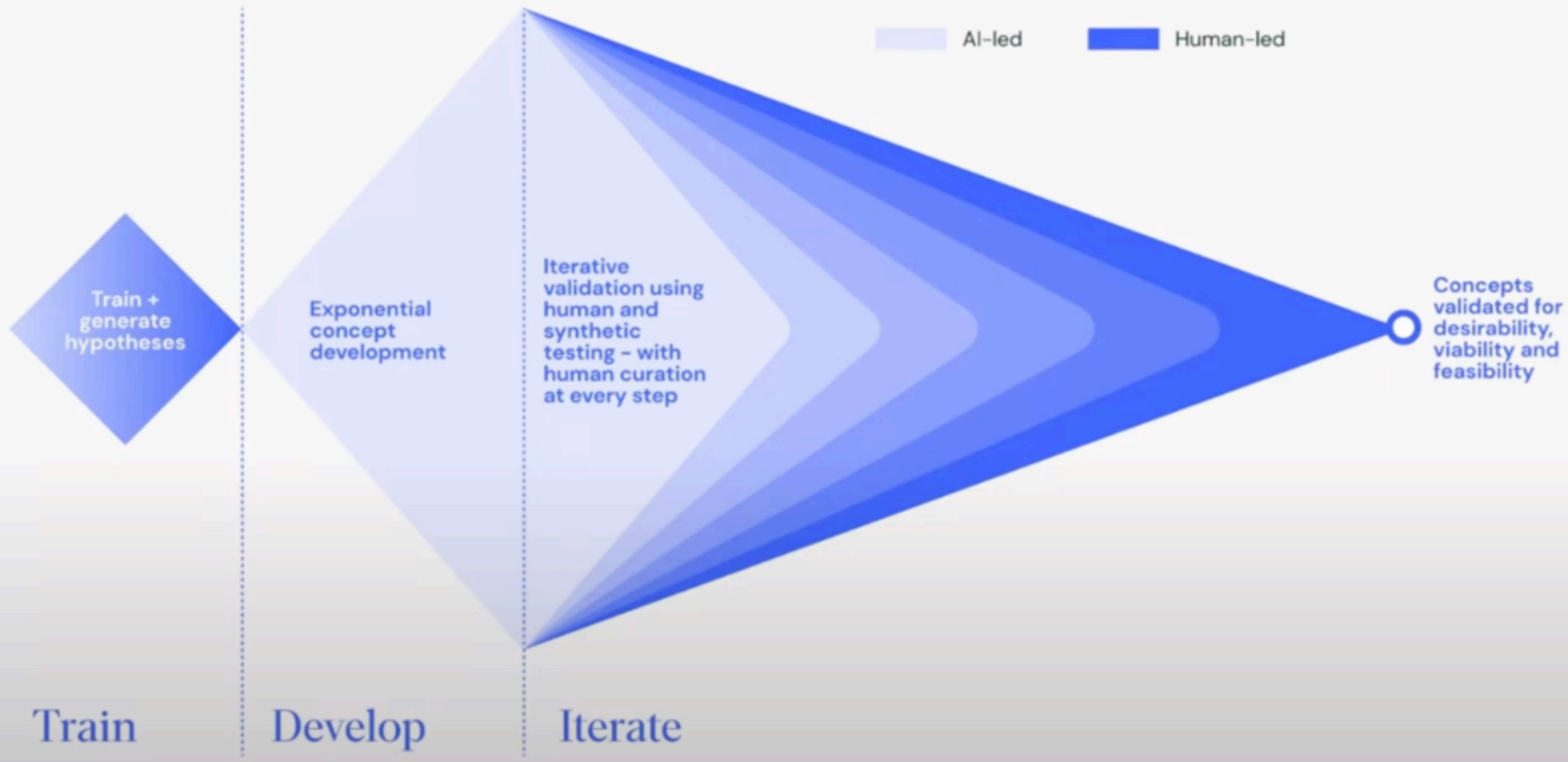
**Get to problems and solutions faster**

**Overcome human bias**

**Work on tougher challenges**

**Set more deliberate goals**

# The Stingray Model



# 01 Setting goals and gathering intelligence

This stage delivers solid, prioritized hypotheses on problems and solutions, delivering a model that is tuned to act as a starting point for the rest of the project based on the set goals.



Train



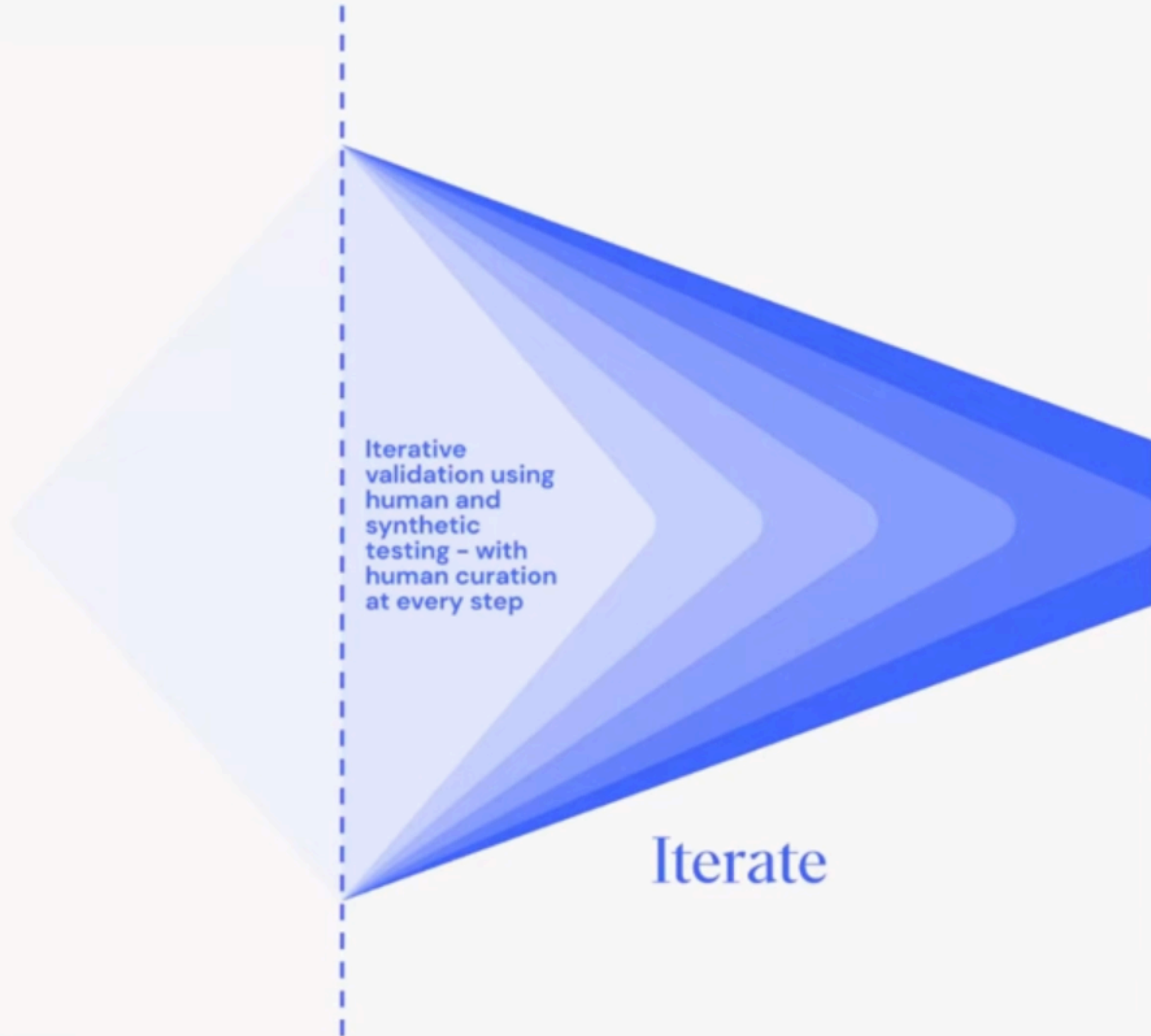
## 02 Exponential exploration of problems and solutions at the same time

This stage generates a very broad range of hypotheses on potential problems to solve and potential solutions – simultaneously.



# 03 Iteratively validating practical solutions

This stage delivers an iterative process of experimenting to narrow down, de-risk, and hone in on a more focused set of solutions.



# Let's bring the Stingray Model to life with an example



**/imagine** you are tasked with building a **toy that supports cognitive skills in children with learning disabilities**, providing an engaging, effective, and accessible tool for their development

# Train

## 01 Set your goals:

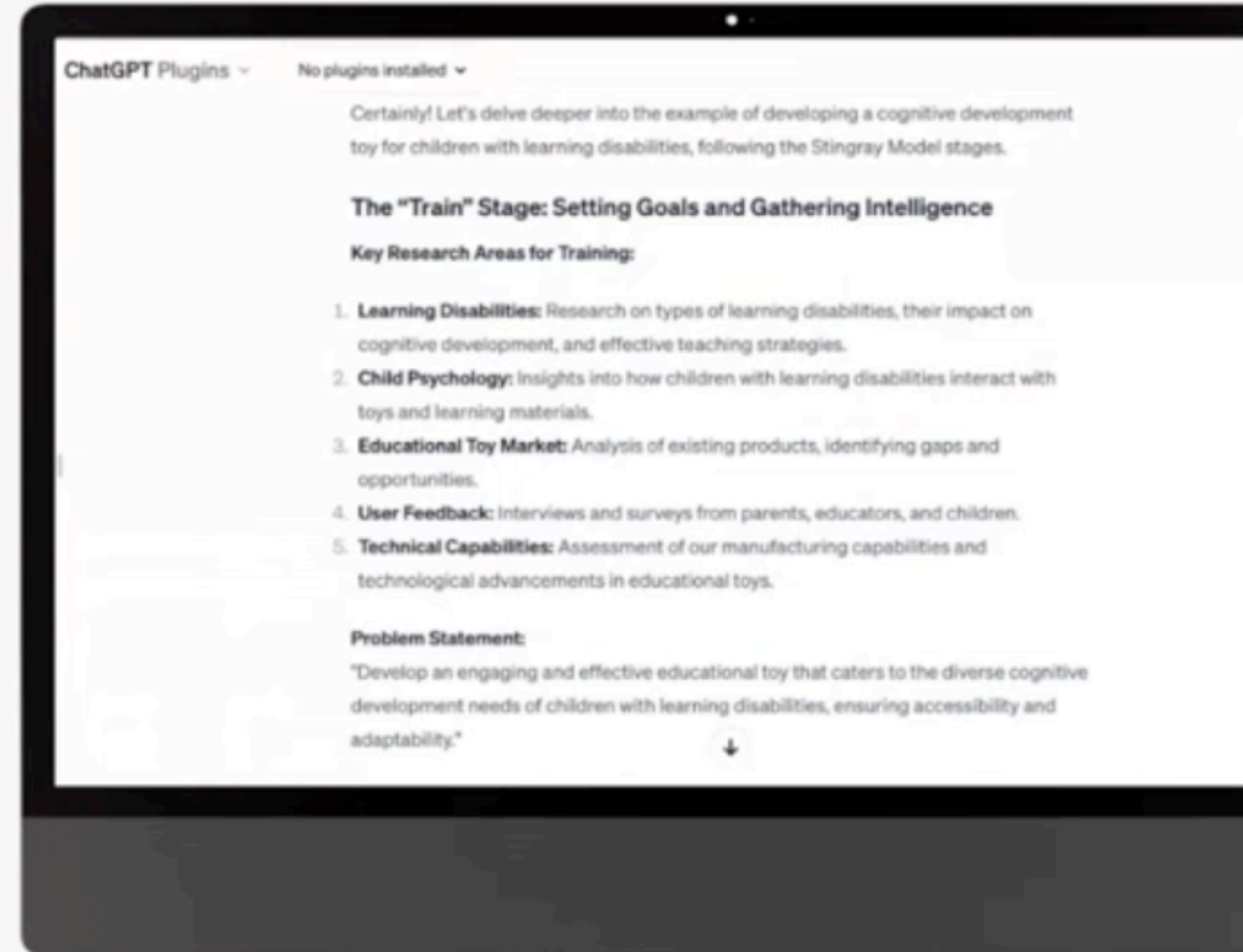
Create a toy that is not only educational but also appealing and accessible to children with learning disabilities. **Success metrics** include educational effectiveness, user engagement, and accessibility.

## 02 Information gathering:

We collect data on learning disabilities understanding the specific challenges faced by children in this group. This includes academic research, existing client information, competitor products, manufacturing capabilities, market trends etc.

## 03 Model training:

Using this data, we train our AI model to identify key problem areas and potential solutions. For instance, the model might highlight the importance of sensory stimulation or the need for customizable difficulty levels in educational toys.





# Develop

## 01 Idea generation:

With our AI model, we generate a wide array of potential solutions. This includes different types of toys (e.g., digital apps, physical puzzles), various educational approaches, and diverse design elements.

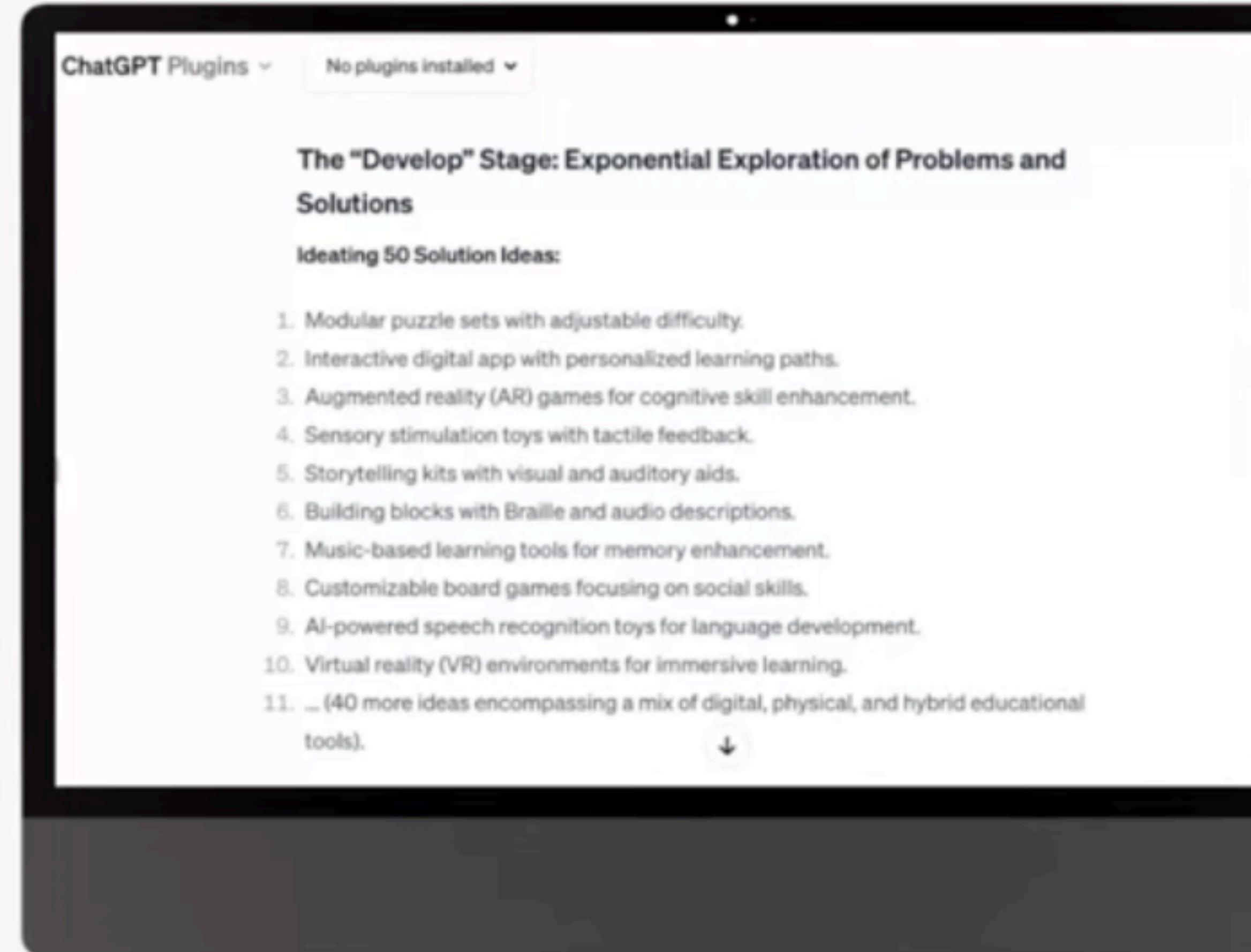
## 02 AI + Human Collaboration:

We combine AI-led ideation with human expertise – for example, breaking, stretching and rebuilding the ideas through human intellect and then asking AI to critique the ideas.

## 03 Categorization and prioritization:

The AI helps categorize and prioritize these ideas into groups predefined in the train phase. For example, one group might focus on digital solutions, another on physical toys, and a third on hybrid models.

**Output:** We end up with a broad, categorized set of potential solutions, complete with initial product descriptions, prototypes, and feasibility analyses.



# Iterate

## 01 AI-led synthetic testing:

We use AI for synthetic testing, predicting consumer behavior and refining features. For instance, AI might simulate how children with different disabilities interact with the toy and suggest design adjustments or AI can test the feasibility of development.

## 02 AI + Human Collaboration:

Experts and AI work together to refine the product, ensuring it meets educational, accessibility, and sustainability criteria. For example, AI chatbots conducting interviews with real consumers.

## 03 Human-led experimentation:

The more confident you are with the solution, the more resources and effort you can allocate. We prototype the most promising ideas and conduct real-world tests with children and gather feedback.

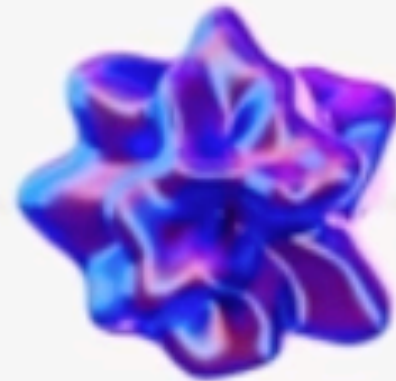


# We're using the *Stingray Model* today...



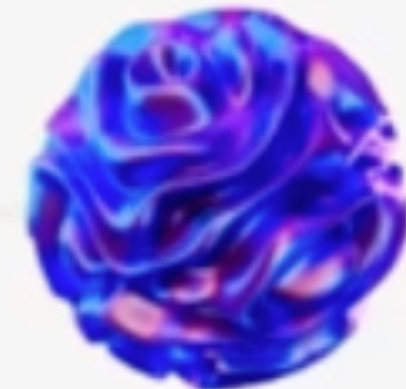
## Fueling current projects

Using our client's own brand, research, and industry data to creating a confidential training environment.



## AI-powered experimentation

Using our AI toolkit, from synthetic testing to having AI chatbots conduct interviews, to experiment and iterate on concepts faster.



## Building custom engines

Creating custom innovation engines that operate more autonomously to accomplish goals



# ...And so can you!



## 1

*Services*

**Demonstration Project**

## 2

*Services*

**Autonomous Innovation  
Engine**

## 3

*Webinar*

**Harnessing AI for next-gen  
corporate ventures**

**February, 1st - 4pm CET/ 10am EST**

3



# Executive Blueprint for Autonomous Innovation

How to become a leader in an  
increasingly autonomous world



Webinar

# The executive blueprint for Autonomous Innovation

**SPEAKER**

**Philippe De Ridder**

CEO at Board of Innovation



Webinar – August 24th

# AI-powered innovation sprint

How to run an AI-powered  
innovation sprint



Join at  
**slido.com**  
**#3323 199**

August 24 | 3pm CEST / 9am EDT

# How to run an AI-powered Innovation Sprint

Webinar

## SPEAKERS

**Lennert Decuypere**

Innovation Consultant at Board of Innovation

**Vincent Pirenne**

Head of Global Partnerships at Board of Innovation





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<b>AI-Powered Innovation Sprint</b>	<b>02</b>
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<b>Run your own AI sprint</b>	<b>04</b>
<b>BONUS: Free perks</b>	
<b>Q&amp;A</b>	

# AI will result in the biggest productivity increase *ever in history*

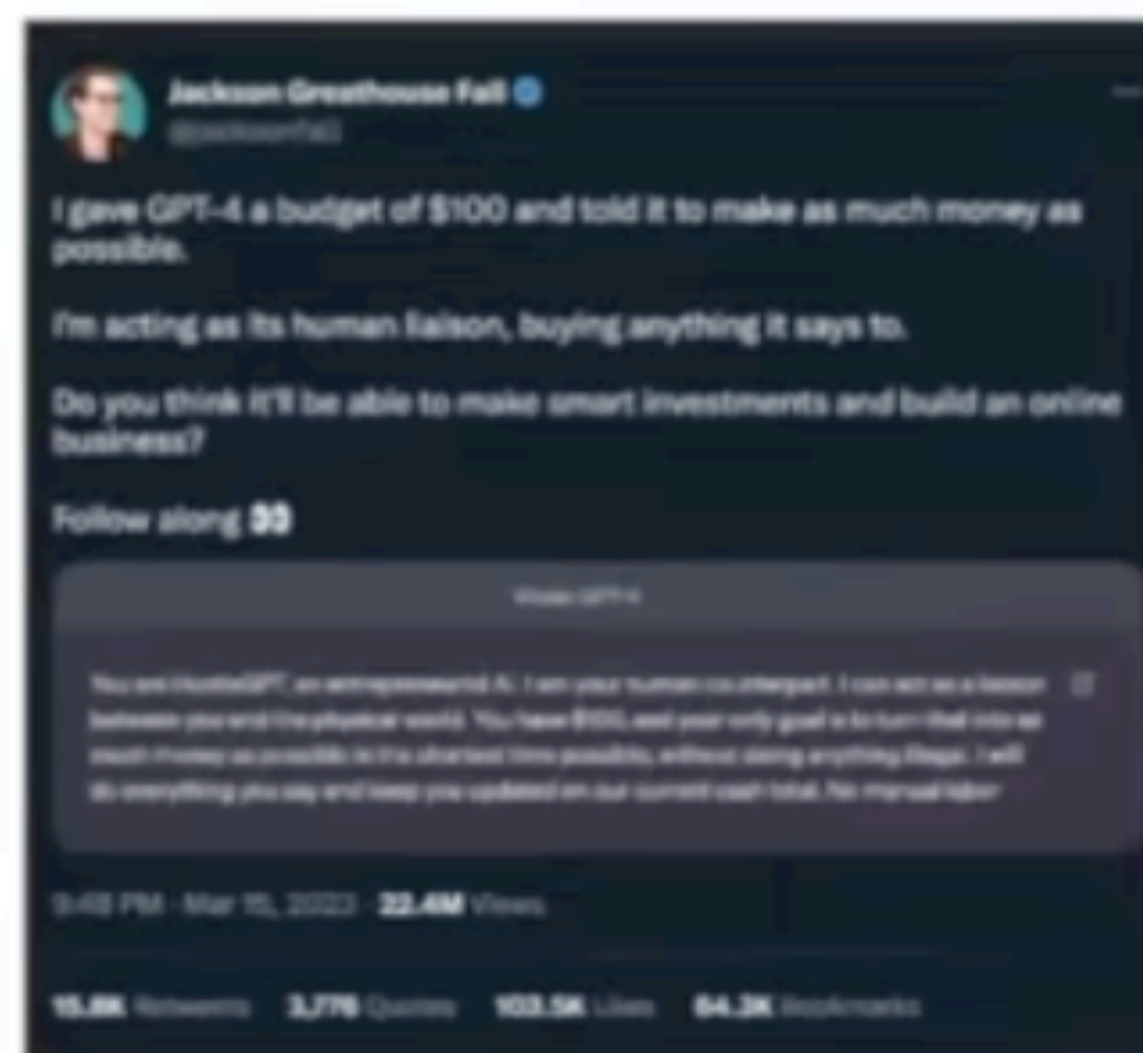


Based on a study by Nvidia en MIT (2023). Yes, it's incredibly hard to predict this but first empirical evidence (e.g. with Github Co-pilot) shows the same. Whatever the final number, it will be massive.

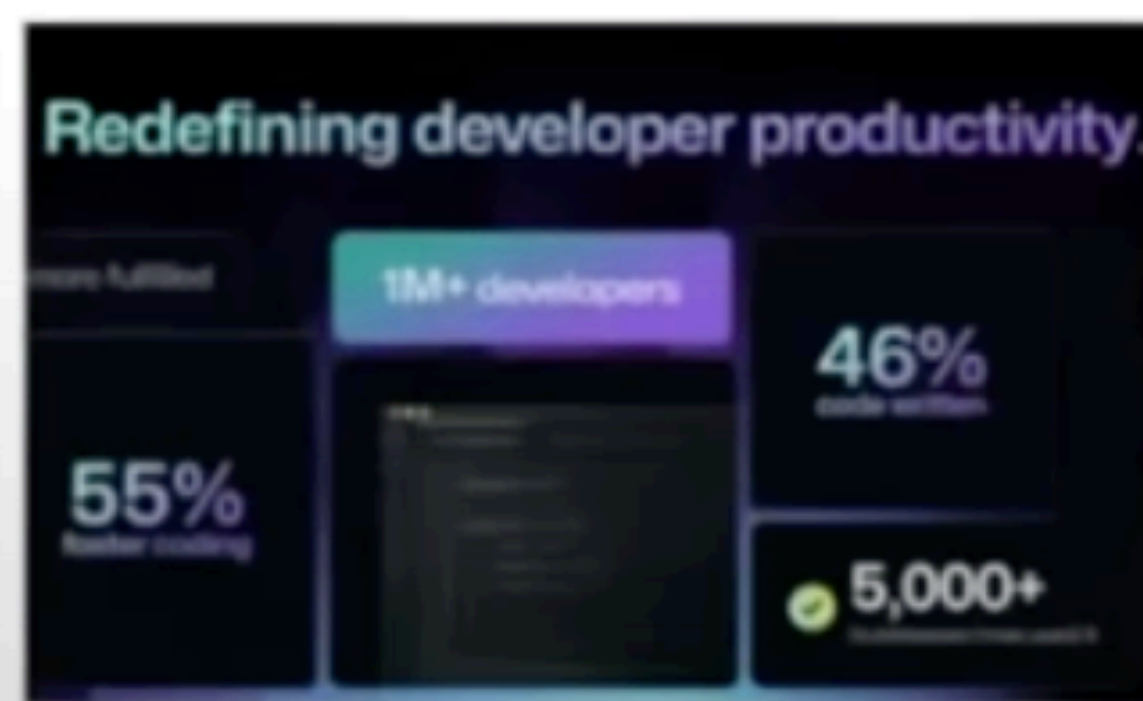
# It ~~will~~ is already supercharging how we do **creative work**



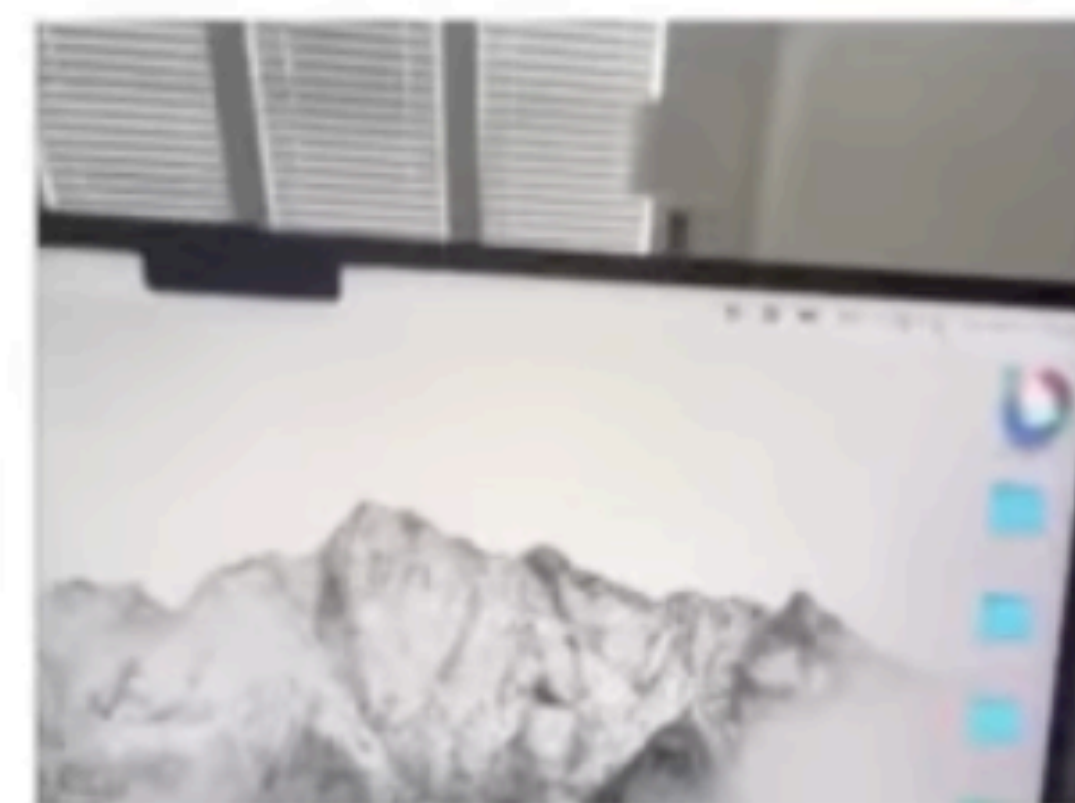
Brand collaboration between Ikea x Patagonia imagined by AI (FastCompany)



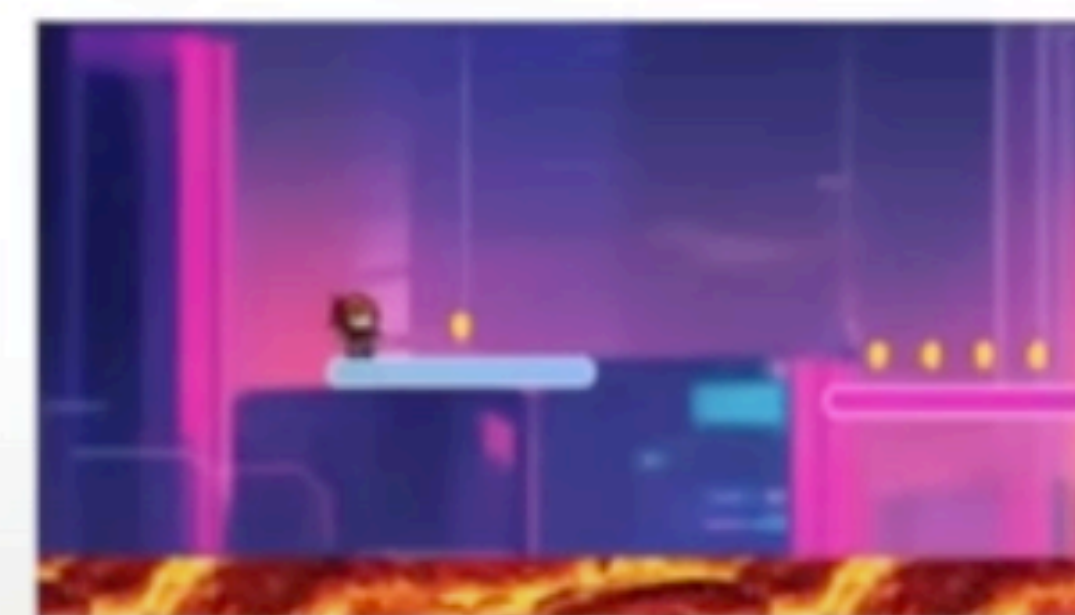
Building a startup entirely with ChatGPT/AI (Jackson G. Fall)



+48% of the code on Github is written by the AI-driven Github Co-pilot



Creating a new web app just with voice command (Mckay Wrigley)

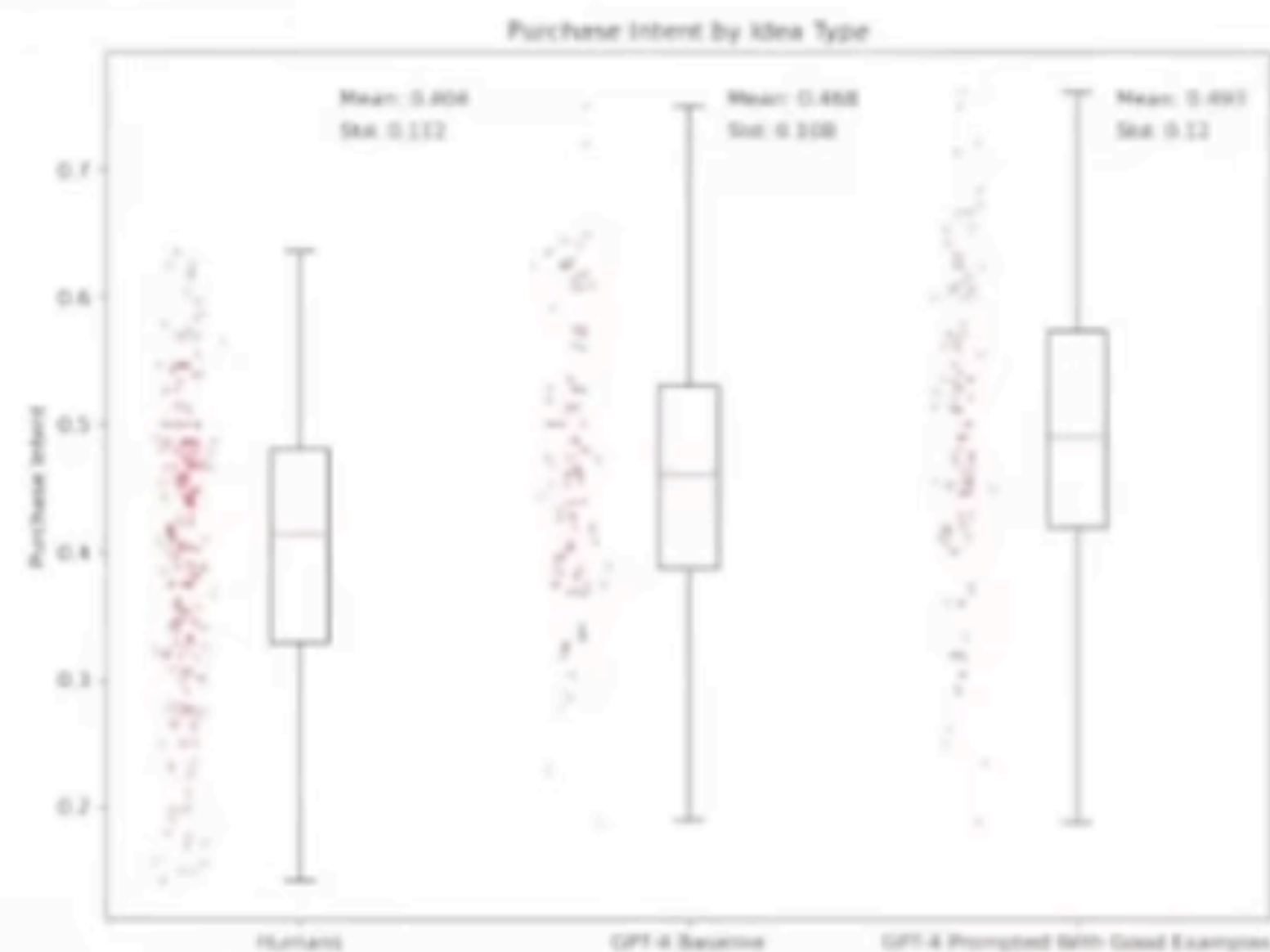


Video games created by AI

# GenAI generated ideas are outperforming human ideas

# ... and synthetic personas are allowing us to do virtual testing

## Large Language Models for Idea Generation in Innovation



Studies show that the average quality of ideas generated by GPT-4 is higher than those of humans, when rated on purchase intent (Cornell University, 2023)

## Using Language Models to Simulate Human Samples

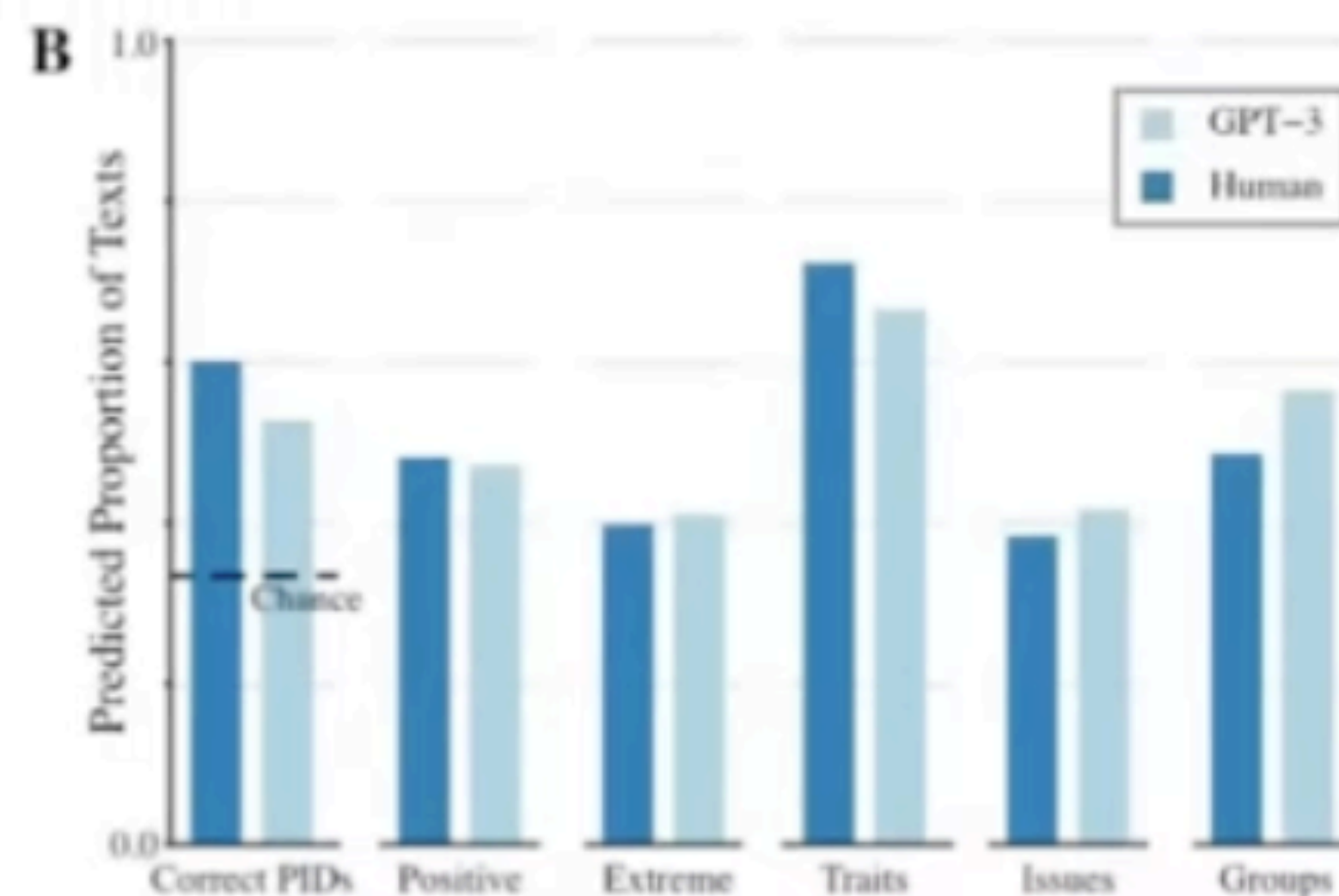
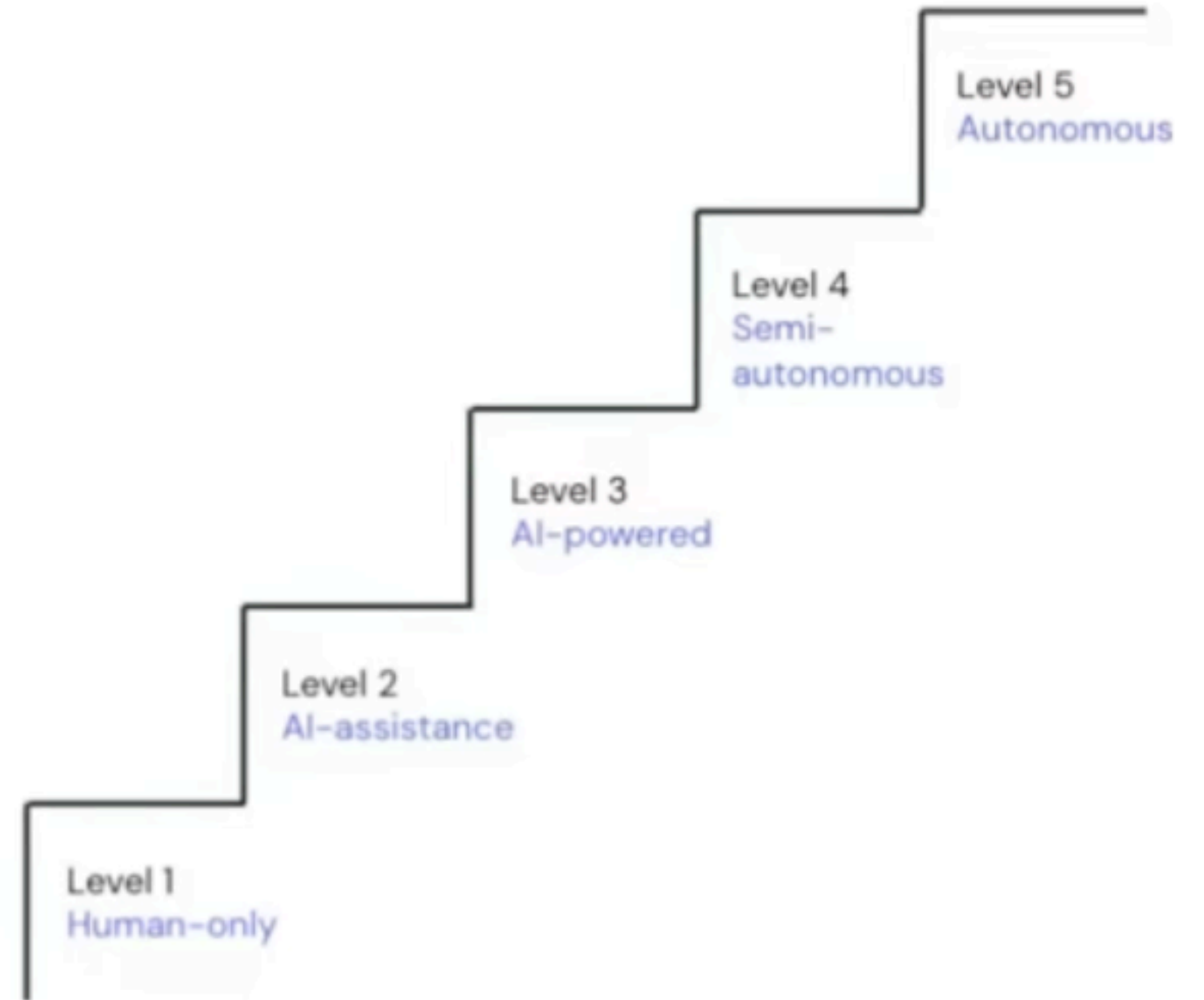


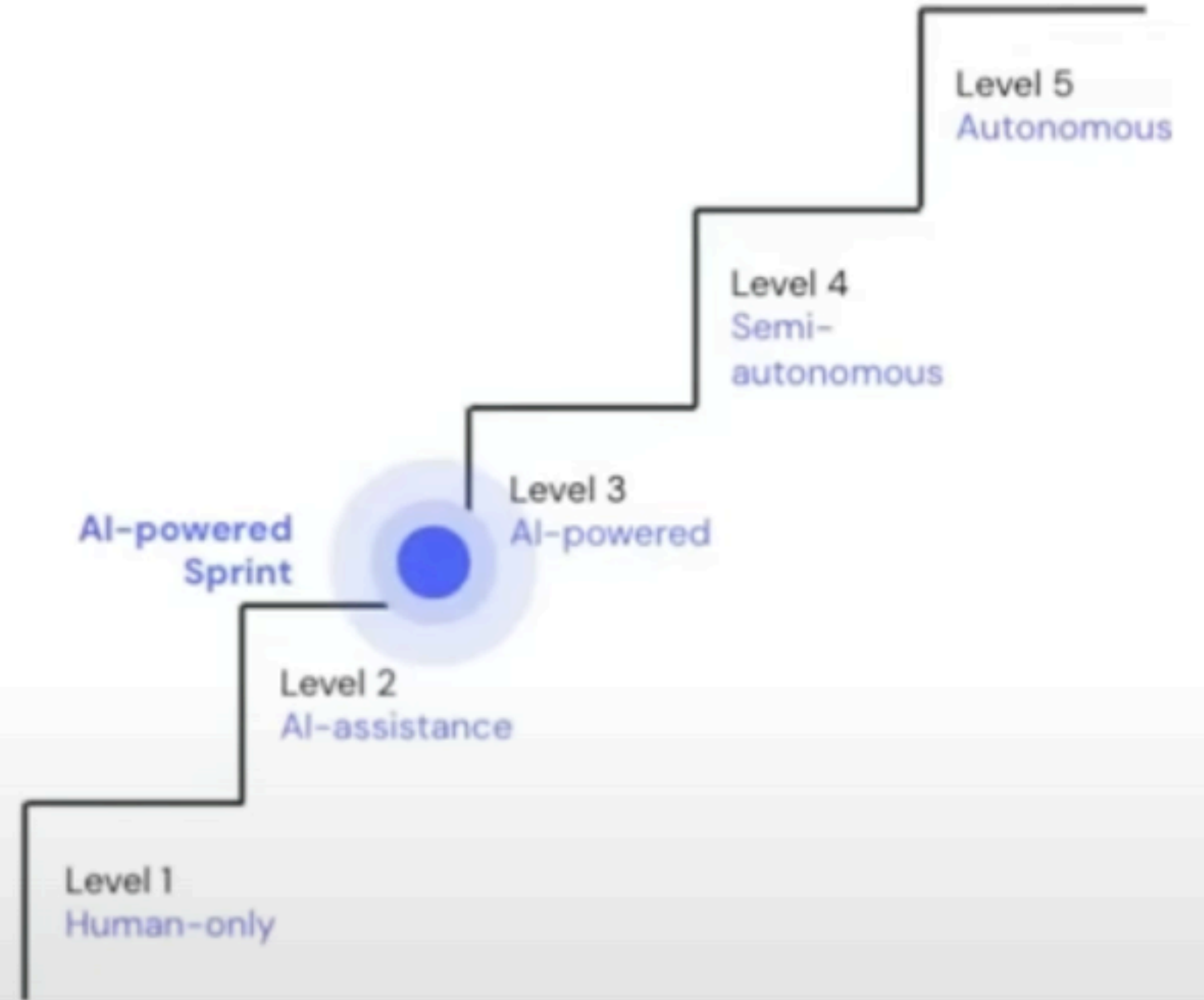
Figure 3: Analysis of GPT-3 and human responses from the Lucid survey.

language models can be seen as effective proxies for specific human sub-populations in research. (Brigham Young University, 2022)

# AI maturity levels differ from human only to Autonomous



# AI maturity levels differ from human only to Autonomous



# Defining a strategic response now will result in a lasting competitive edge

	EXPERIMENT	SCALE
STRATEGY	<p><b>Autonomous Innovation strategy</b></p> <p>Define a clear vision and coherent set of initiatives to supercharge your innovation process and organization with AI</p>	<p><b>Autonomous Innovation transformation</b></p> <p>Transforming all innovation processes, roles and tools in the organization to become fully empowered by the latest AI technologies</p>
PROJECTS	<p><b>AI sprint / Demonstration project</b></p> <p>Demonstrate Creative AI's potential for your businesses on a strategic innovation project with the help of our team</p>	<p><b>Autonomous Innovation Engine</b></p> <p>Build a separate AI-led innovation pipeline - (semi)autonomously creating a constant flow of validated new business concepts</p>
PEOPLE	<p><b>Keynote / training</b></p> <p>Inspire your organization with a tailored keynote highlighting the opportunities and pitfalls of Creative AI or get hands-on and explore the future of innovation through a 1 day sprint</p>	<p><b>Autonomous innovation playbook</b></p> <p>Playbooks and learning modules that scale to build key capabilities within your teams.</p>

# Defining a strategic response now will result in a lasting competitive edge

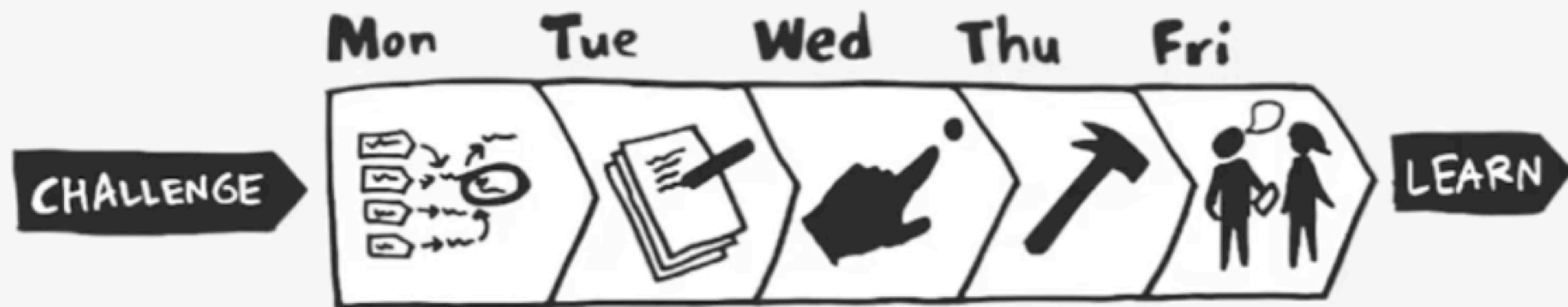
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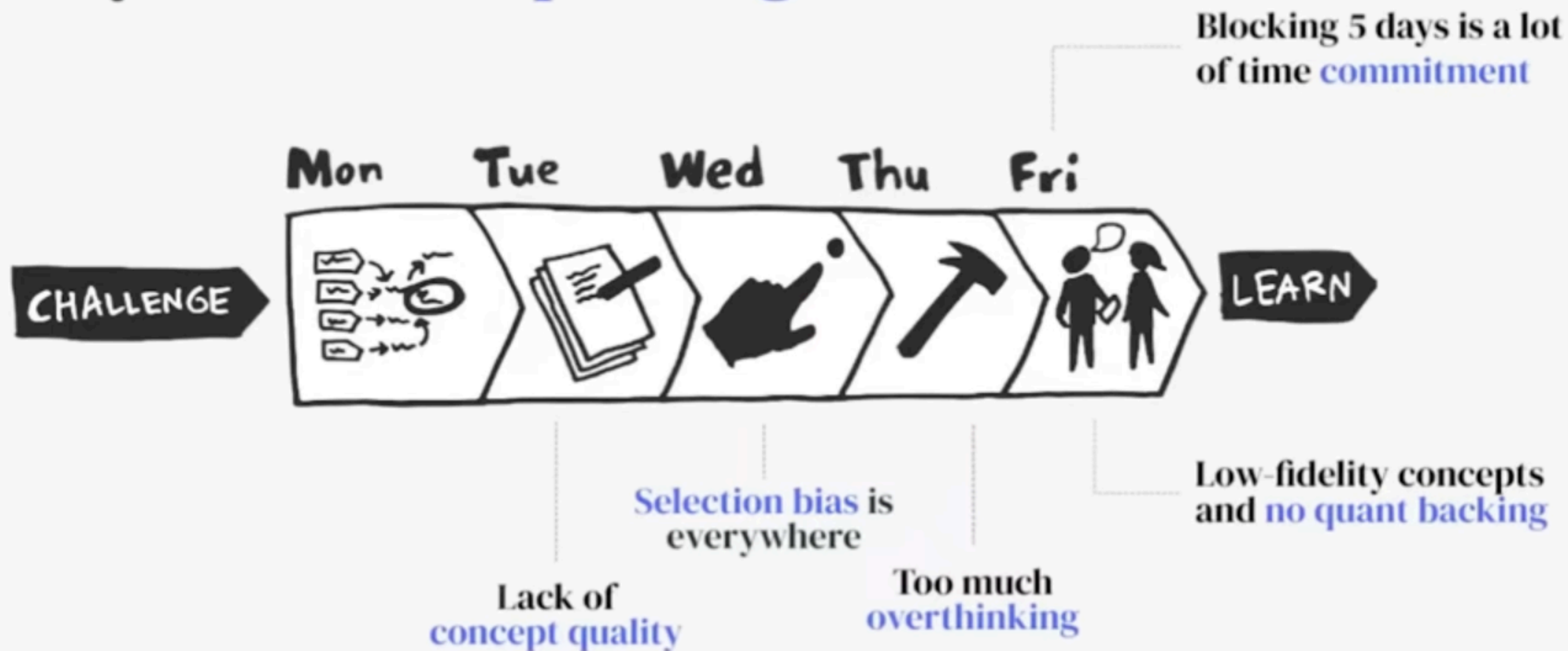
# AI-powered Innovation Sprint



# What is a design sprint and why did we stop doing it?



# What is a design sprint and why did we stop doing it?





## Which aspect of a design sprint do you think will be most impacted by AI?

Generating a wider variety of solution ideas



Quick prototype creation based on user preferences



Defining problems more precisely



Real-time feedback and iterations



Identifying target user segments more accurately



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# The main benefits of an AI-powered innovation sprint

## ✓ Remove bias

All available data is considered in the selection of ideas, and synthetic testing of concepts

## ⚡ Move faster

Efficiency gains at every step of the innovation process result in a faster go-to-market

## ⚡ Iterate sooner

Use Creative AI tools to test new concepts earlier in the process with synthetic users

## ◆ Improve quality

The quality of concept writing and visualizations gets drastically improved

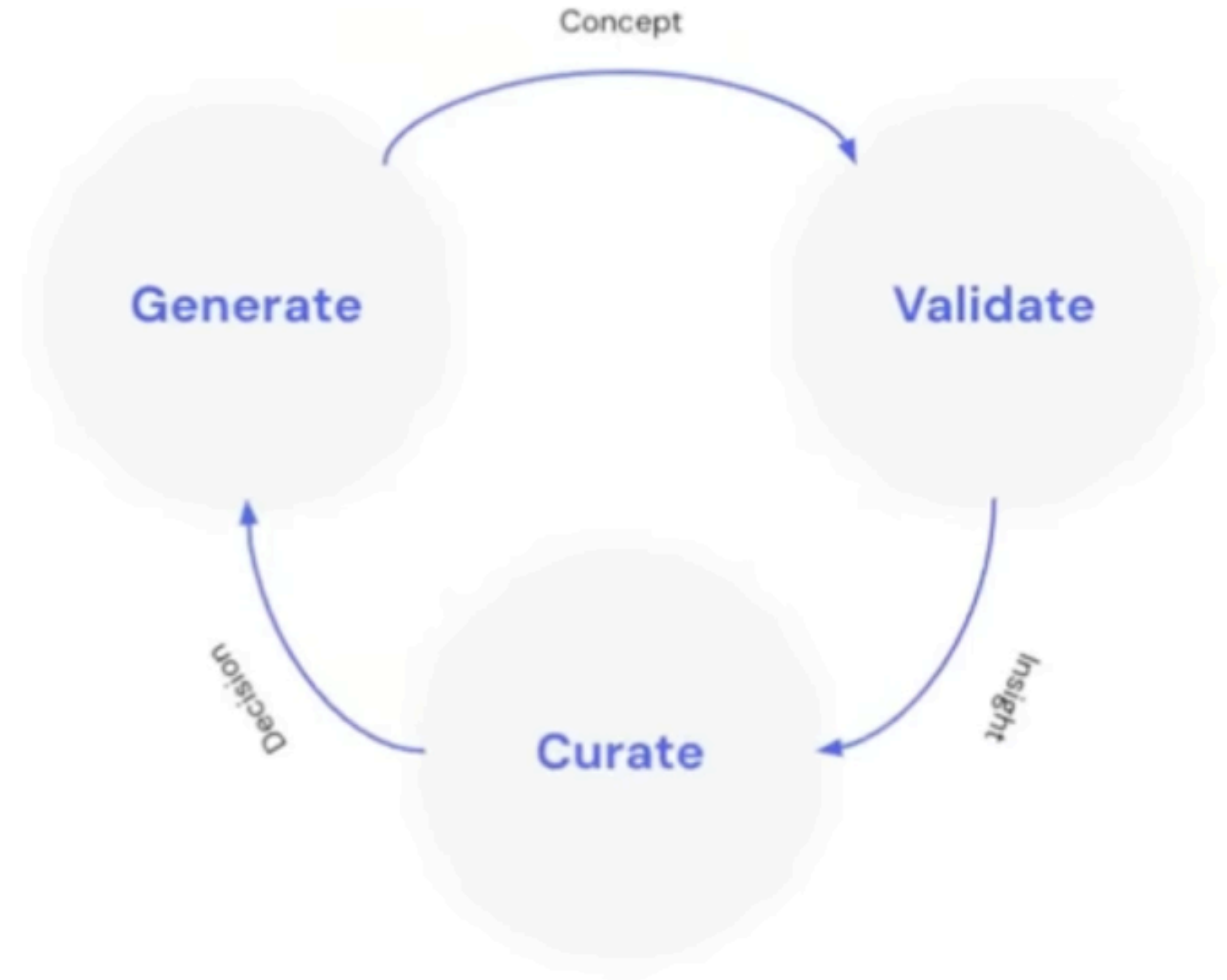
## ▲ Look broader

Generate more options and creative springboards and become more “MECE”

## 👤 Think harder

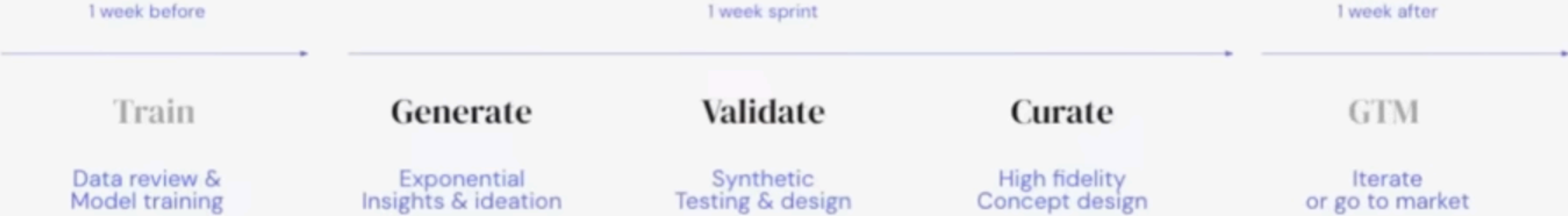
As an *editor* you can spend more time thinking critically, strategically and creatively

# The 3 pillars of an **AI-powered** innovation sprint



AI-powered Innovation Engine (Board of Innovation, 2023)

# Simple yet powerfull process



Deepdive into the  
toolstack





# AI-powered Innovation Sprint

Before

## Train

Data review &  
Model training

- ▶ Gather all existing competitive, user and trend research and generate more
- ▶ Train & build your own LLM incl. synthetic user input
- ▶ Scoping and setup of all the tools for all sprint participants

### Tools

GPT-3.5  
Claude 2  
Chatbase

Day 1

## Generate

Exponential Insights &  
ideation

- ▶ Review synthesized research, explore the full problem and redefine the opportunity areas
- ▶ Generate Jobs to Be Done for each opportunity area
- ▶ Ideation of 100s of ideas in minutes using generative AI

### Tools

GPT-4  
TasteGPT  
Stormz.ai

Day 2

## Validate

Synthetic  
Testing & design

- ▶ Conduct synthetic testing to prioritize ideas
- ▶ Refine the ideas from your shortlist, iterate on synthetic feedback and work on your first visual prototypes

### Tools

Synthetic Users  
Midjourney  
Adobe Firefly

Day 3

## Curate

High fidelity  
Concept design

- ▶ Concept writing and refinement, by adding specifics like name, description, claims and benefits, reasons to believe
- ▶ Cross-check your competitive positioning
- ▶ Invite consumers and end off with real-user testing

### Tools

Jasper.ai  
Durable

After

## GTM

Iterate  
or go to market

- ▶ Capture all learnings from a process and outcome standpoint
- ▶ Build your final presentation w/ learnings, recommendations and next steps

# Scan your market entry risks at a glimpse



Ethan Mollick @emollick

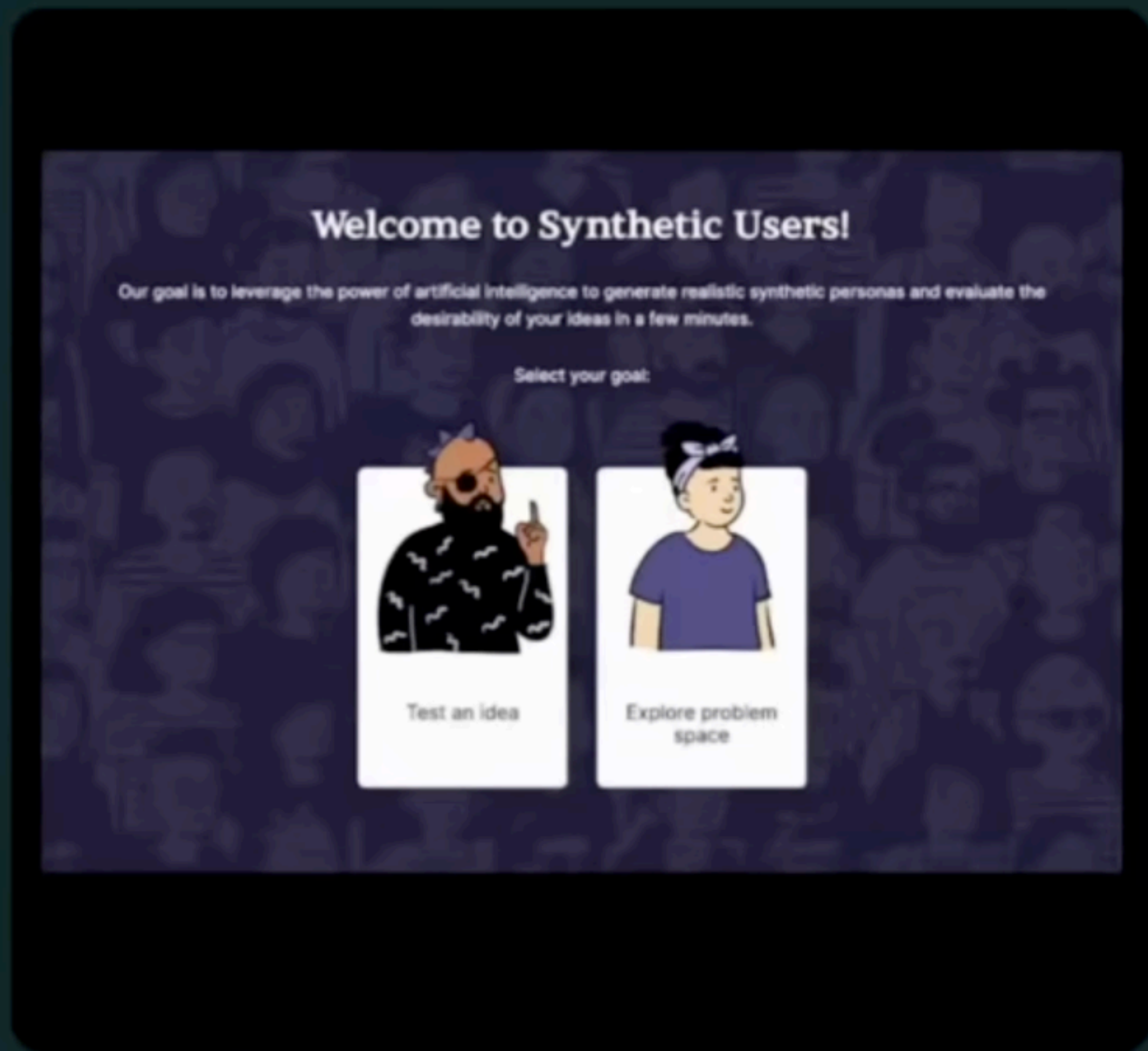
Management consultants, keep a close eye on AI.

As an experiment, I fed GPT-4 the official practice McKinsey cases, including the math. It nails it, often better than the official answer. (As far as I can tell, these launched after the training data window for GPT-4 concluded)

<p><b>Helpful links</b></p> <ul style="list-style-type: none"> <li>McKinsey.org</li> <li>McKinsey.com</li> <li>McKinsey.com</li> </ul> <p><b>McKinsey Question and Answer</b></p> <p><b>Short Answer</b></p> <p>How will the rollout of digital beauty services affect your business? (100 words)</p> <p><b>Helpful links</b></p> <ul style="list-style-type: none"> <li>McKinsey.org</li> <li>McKinsey.com</li> <li>McKinsey.com</li> </ul> <p><b>McKinsey Question and Answer</b></p> <p><b>Short Answer</b></p>	<ol style="list-style-type: none"> <li>Technology and infrastructure: Beauty should ensure that beauty consultants have access to the necessary technology tools, and resources to efficiently manage their online presence and interactions with customers.</li> <li>Performance metrics and evaluation: The company needs to establish new performance metrics and evaluation criteria for beauty consultants in their new roles, such as social media reach, engagement rates, online sales, and customer retention.</li> <li>Compensation and incentives: Beauty may need to restructure compensation packages and incentives for beauty consultants, taking into account their new responsibilities, online sales targets, and the potential for increased revenue generation.</li> <li>Brand consistency: As beauty consultants become more active online, it is crucial to maintain consistent branding and messaging across all platforms to strengthen Beauty's brand identity and reputation.</li> <li>Legal and compliance considerations: Beauty must consider any legal and compliance issues related to online marketing, customer data privacy, and intellectual property rights in their beauty consultants' transition to a more digital-focused role.</li> </ol>
<p>Incremental revenue generated in the first year:</p> <ul style="list-style-type: none"> <li>Beauty services: \$100 million (incremental revenue) x 10% (annual increase) = \$10 million</li> <li>Digital beauty services: \$100 million (incremental revenue) x 10% (annual increase) = \$10 million</li> <li>Total incremental revenue: \$20 million</li> </ul> <p>Investment costs associated with the rollout:</p> <ul style="list-style-type: none"> <li>Technology and infrastructure: \$10 million</li> <li>Marketing and promotion: \$10 million</li> <li>Operational costs: \$10 million</li> <li>Total investment costs: \$30 million</li> </ul> <p>Net revenue in the first year:</p> <p>\$20 million (incremental revenue) - \$30 million (investment costs) = -\$10 million</p> <p>Remaining investment to be recovered after the first year:</p> <p>\$10 million (investment costs) - \$10 million (net revenue in the first year) = \$0 million</p> <p>Since the yearly net revenue remains the same after the first year, we can calculate how</p>	<p>400 million (IT) + 425 million (marketing) + 400 million (consulting) + 425 million (inventory) = 1,650 million</p> <p><b>GPT-4 Question 1</b></p> <p>Incremental revenue generated in the first year:</p> <p>\$1.1 billion (annual) x 10% (annual increase) = \$110 million</p> <p>Beauty costs associated with the shift to online:</p> <p>\$10 million</p> <p>Net revenue in the first year:</p> <p>\$110 million (incremental revenue) - \$10 million (beauty costs) = \$100 million</p> <p>Remaining investment to be recovered after the first year:</p> <p>\$150 million (total investments) - \$100 million (net revenue in the first year) = \$50 million</p> <p>Since the yearly net revenue remains the same after the first year, we can calculate how</p>

# Tap into the brain of **synthetic users**

Run custom scripts (still in beta) with +/-3 users per demographic and feed them into your LLM



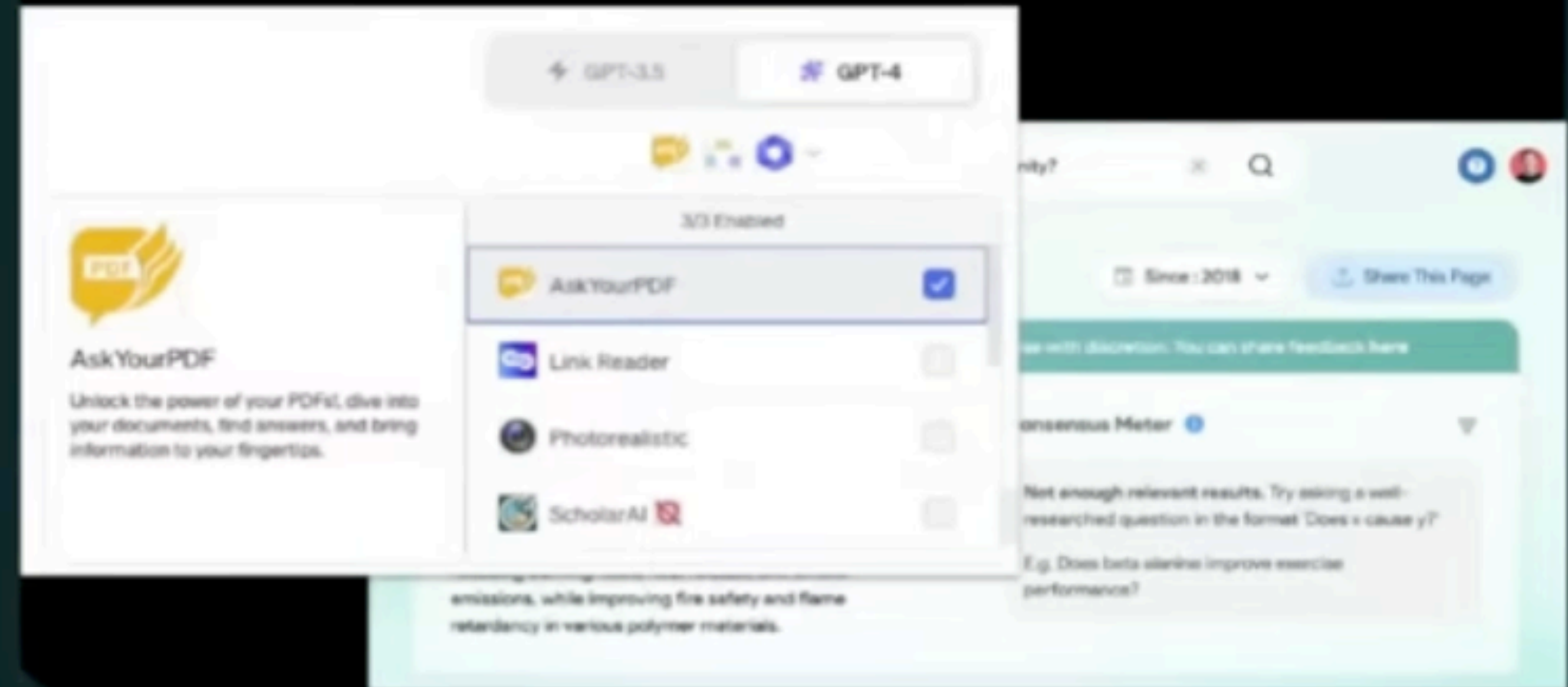
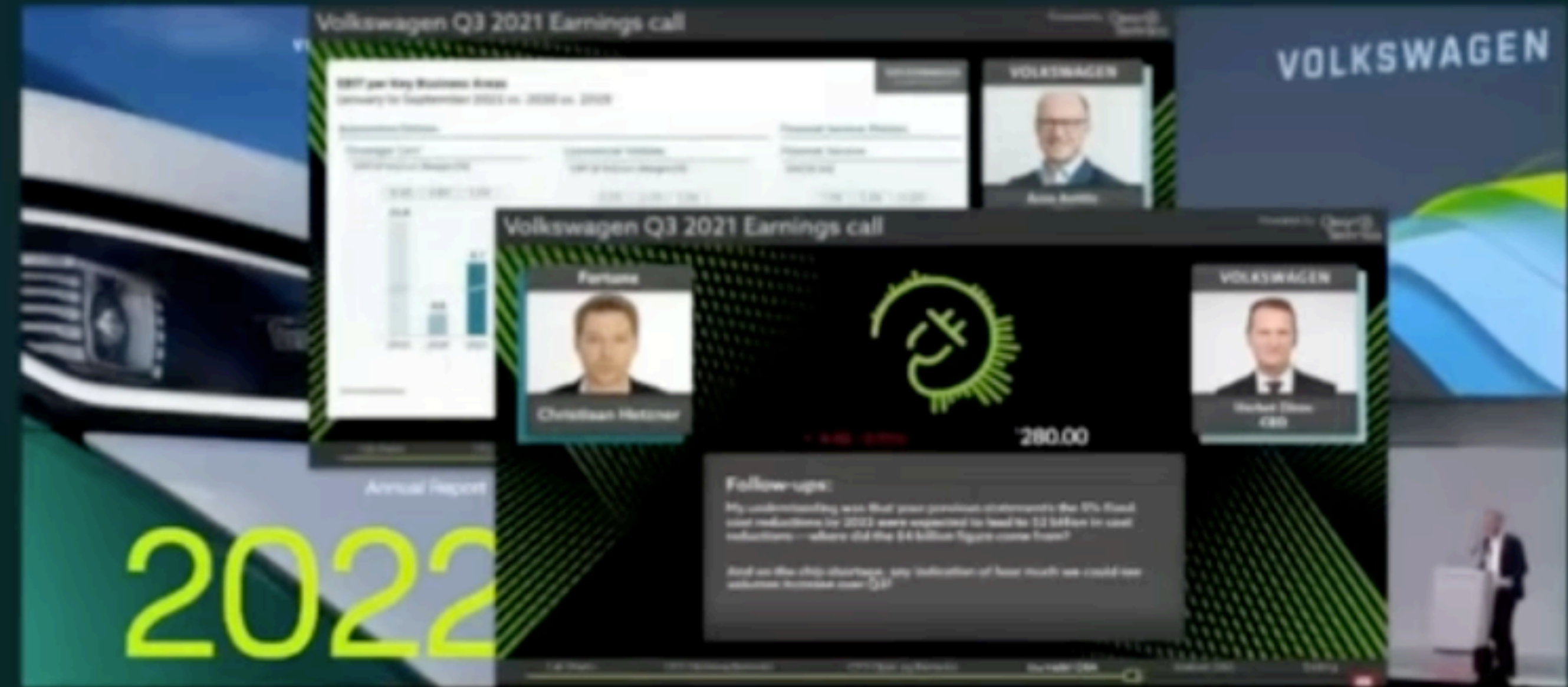
Day 1

Day 2

Day 3

# Build your own LLM (Large Language Model)

E.g. Claude 2 can handle up to 100k tokens



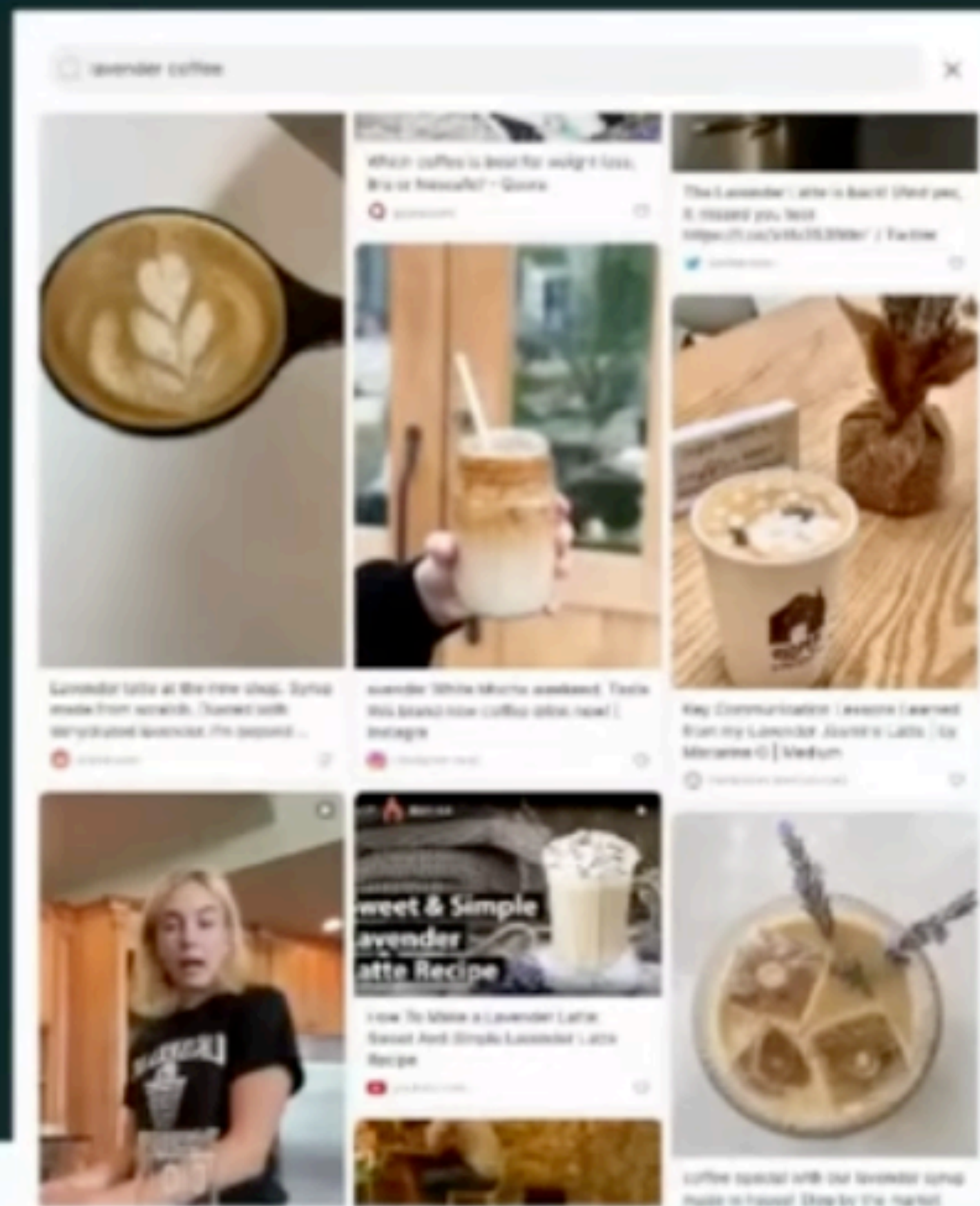


Day 1

Day 2

Day 3

# Read the market at a glimpse and mix & match trends



## Summary of coffee

1,204,294

2,707,228

104,111

2,888,213

204,897



### What?

Top cuisines: Italian, French; Trending cuisines: Vietnamese

Top origins: Caribbean, Indian; Trending origins: Honduran

Top tastes: Sweet, Rich; Trending tastes: Earthy

Top textures: Smooth, Creamy; Trending textures: Flaky (flaky soft)

### Why?

Top occasions: Morning, Weekend; Trending occasions: Dessert

Top motivations: Healthy, Fresh, Indulgent, Energy, Easy, Fun, Artisan, Fitness, Celebration, Fractious

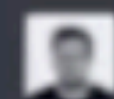
Trending motivations: Climate Change, High Protein, Exotic, Unique, Blood Sugar, Ethical, Adaptogens

Day 1

Day 2

Day 3

# Generate infinite ideas and refocus on breaking, building and curating ideas



Pretend to be the CMO of Ikea. Which 5 global brands would you like to set up a partnership with, share 2 innovative product ideas for each potential collaboration.



Sure, here's the table with the requested information:

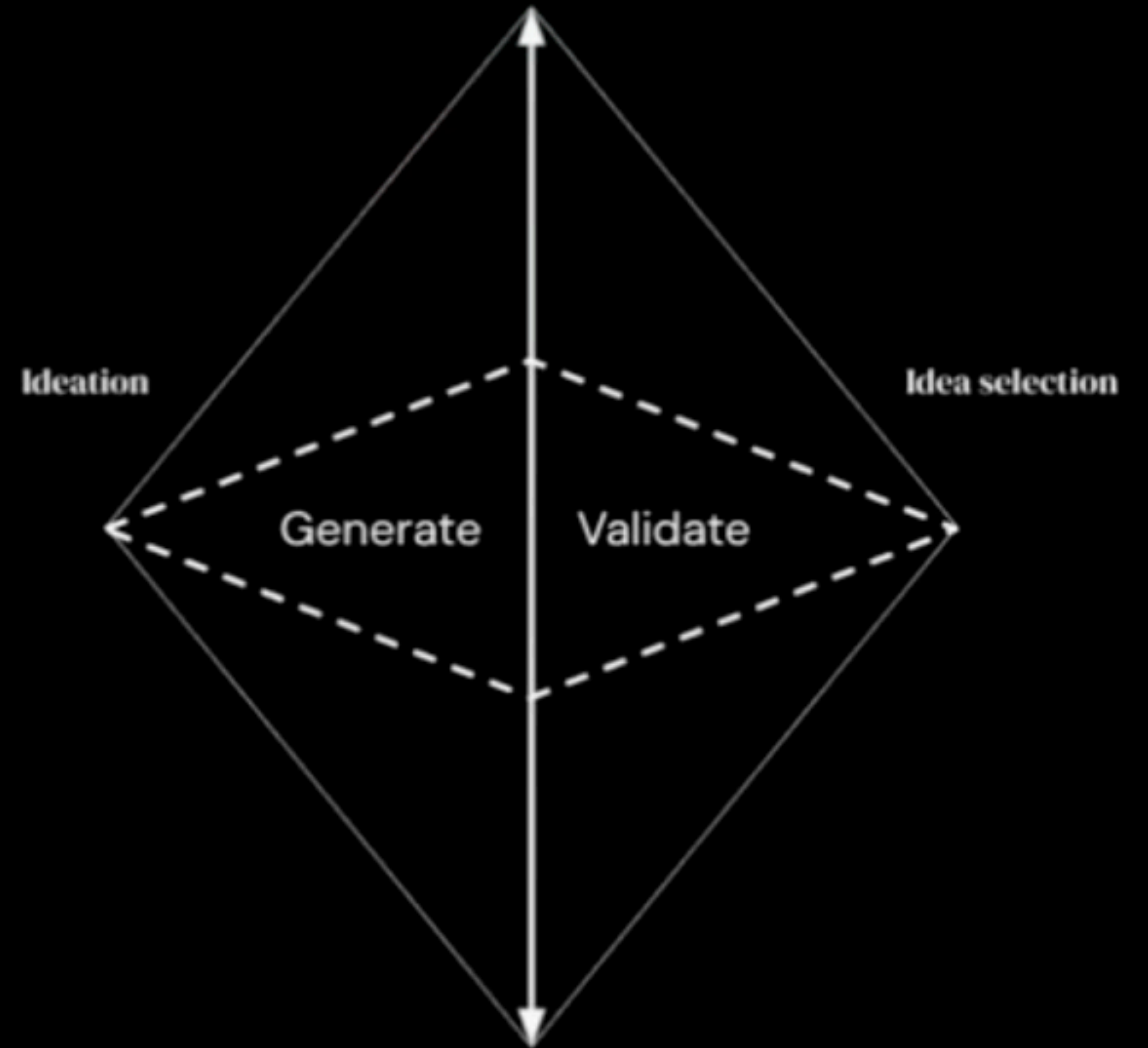
Brand to Partner With	Overall Goal of Partnership	Product Idea 1	Product Idea 2
Google	Create a smart home product line combining furniture design and home automation technology	Smart sofa that adjusts to sitting posture	Smart bed that tracks sleep and provides personalized experience
Nike	Create a line of fitness-inspired furniture designed for active living spaces	Exercise bike with integrated storage solutions	Treadmill desk that lets you work while you walk
Apple	Create a range of tech-inspired furniture pieces that integrate seamlessly with Apple products	Desk with built-in wireless charging for Apple devices	Smart home speaker designed to match Ikea's home decor
Spotify	Create a line of furniture and decor products that enhance the listening experience	Shelf speaker that doubles as a bookshelf	Music-themed lamp that changes color based on the music being played
Airbnb	Create home furnishing packages designed for vacation rental properties	Portable, foldable bed that can be easily moved and stored	Smart lock system that enables Airbnb hosts to control access to their property remotely

Day 1

Day 2

Day 3

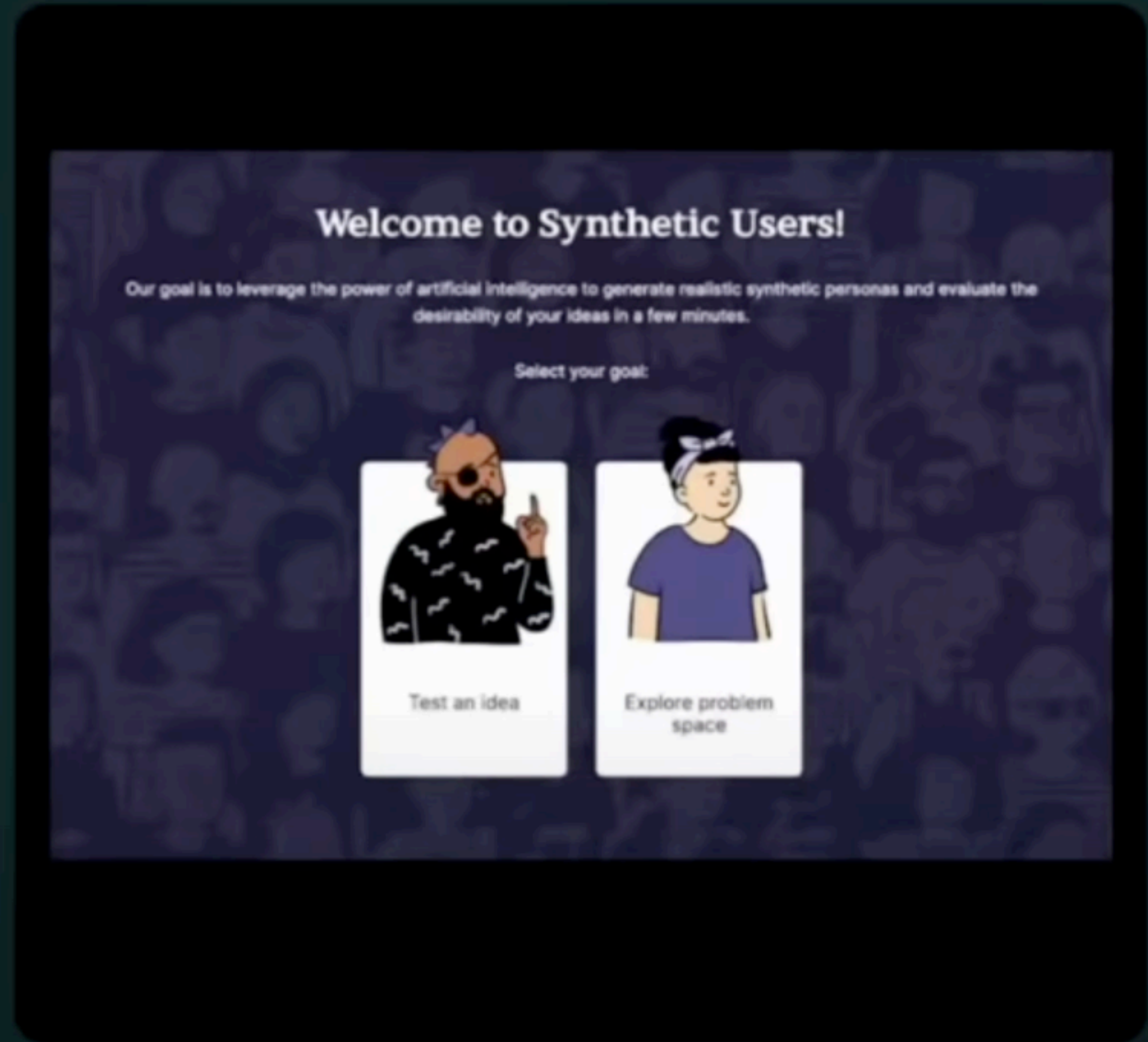
Quantity *will* lead  
to **better quality**  
**ideas**





# Remove selection bias, let synthetic users **score your longlist of ideas**

Research from Board of Innovation has shown that synthetic user feedback has consistently ranked the 50% worst ideas out of a "real user" purchase-intent survey among the bottom 33% of ideas.

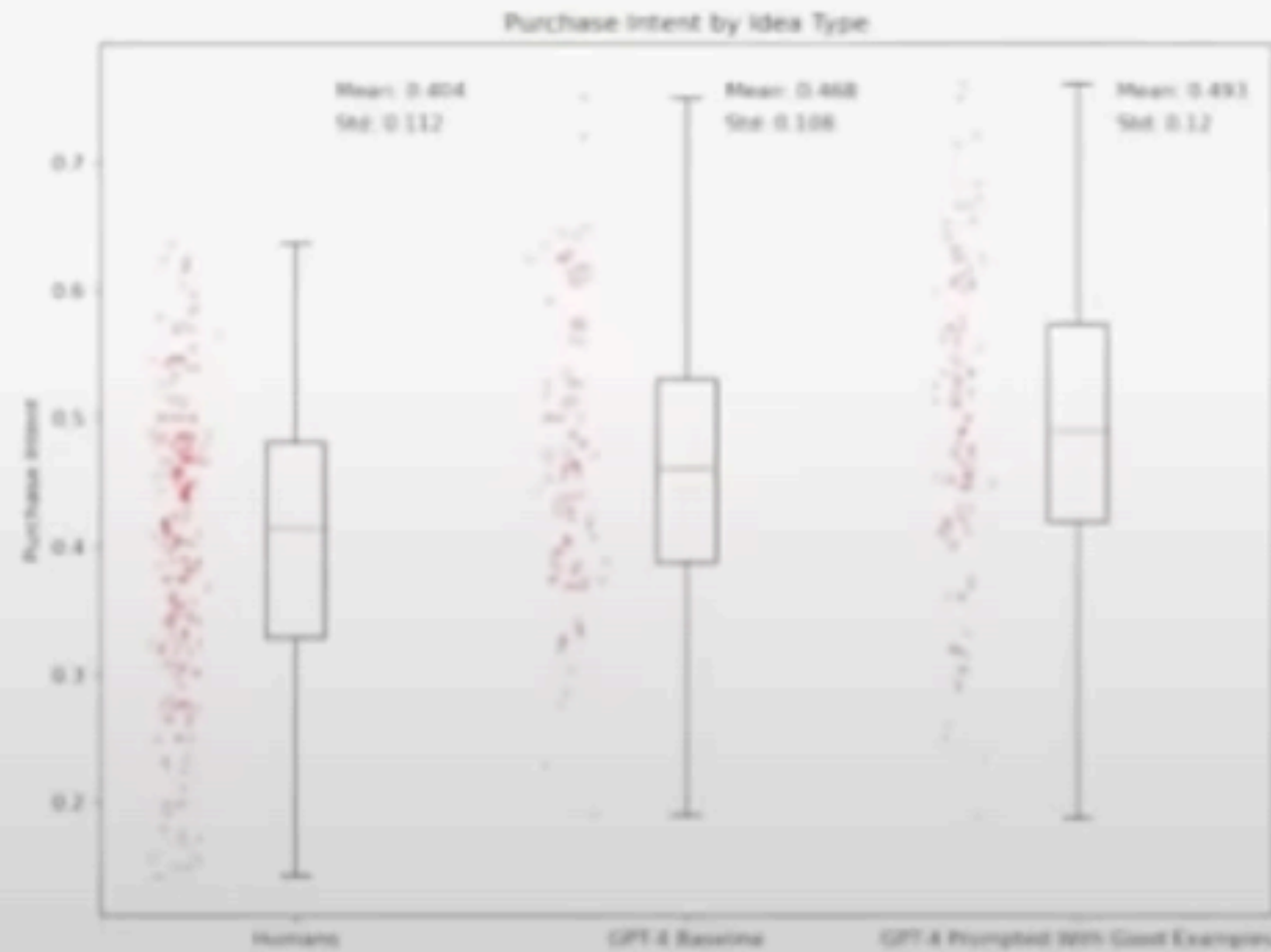


Day 1

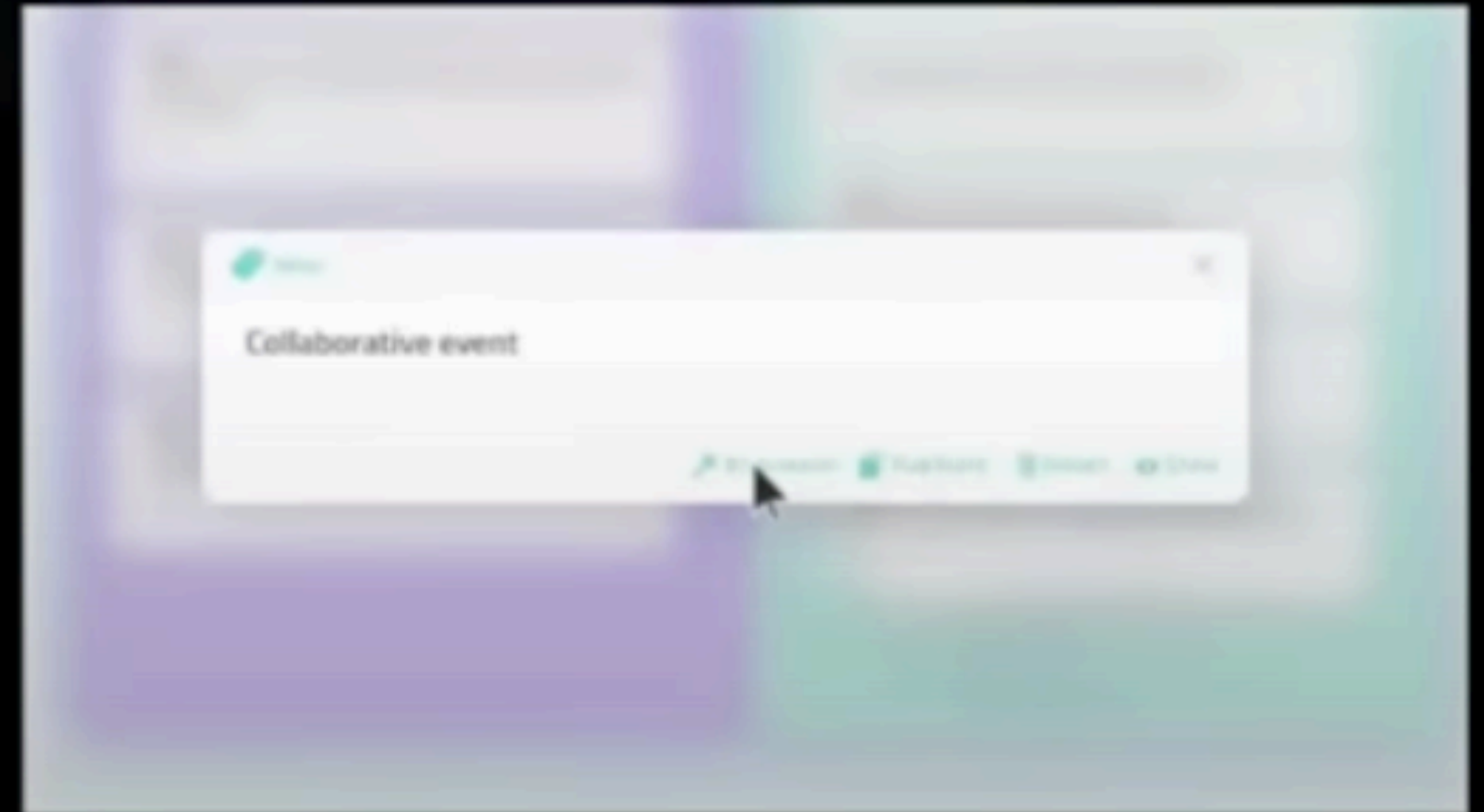
Day 2

Day 3

# Double down on top-rated ideas



'Ideas are Dimes a Dozen', Cornell University, 2023



Day 1

Day 2

Day 3

# Visualize and test concepts in the fuzzy **front end**



Midjourney Bot [✓ BOT](#) Today at 3:15 PM

A seaweed green textured translucent biobased packaging wrapping, the packaging is surrounding a vegetable wrap. The seaweed packaging is sustainable and eco-friendly, providing a unique and innovative way to package food. The white background emphasizes the minimalism of the packaging, while the soft light adds a subtle depth to the image. The wrap inside is fresh and healthy, with a delicious filling that complements vegetables. Photographed by Annie Leibovitz, using a Canon EOS R5 with a macro lens, the lighting is a mix of natural light and studio lighting, creating a serene and peaceful atmosphere. --v 5 --q 2 --q 2 --s 250 - @Board of Innovation (fast, stealth)



Day 1

Day 2

Day 3

# You don't even need to own the prompting

Buy your prompt on e.g. [promptbase.com](https://promptbase.com)

3

PromptBase

packaging |

X

Q

Marketplace

Generat

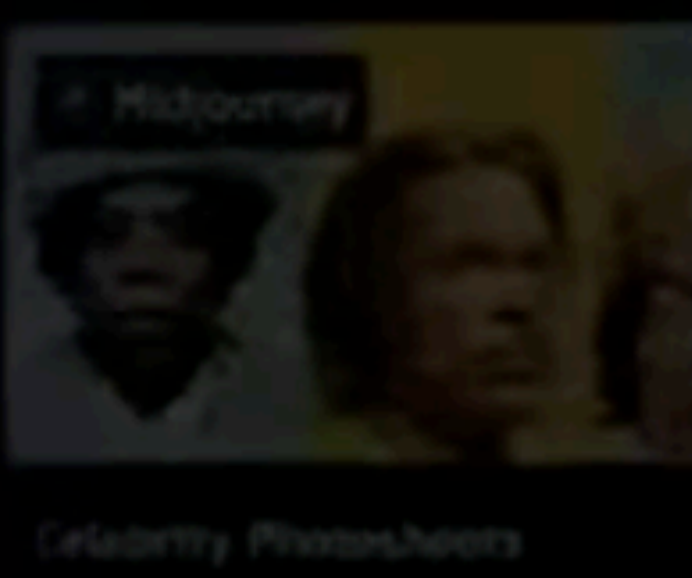
DALL-E, GPT,  
Midjourney, Stable  
Diffusion, ChatGPT  
Prompt Marketplace

Find top prompts, produce better results, save on API costs, sell your own prompts.

Find a prompt

Sell a prompt

Featured Prompts



Day 1

Day 2

Day 3

# You don't even need to own the prompting

Generate your prompt:

- Reverse prompting with Midjourney's "/describe" query
- Trends that go into a prompt (e.g. TasteGPT)
- Taste test results can serve as a prompt, to optimize any pack design for retention (get in touch if you want to hear more)



## Mozzarella Panini Concept Discovery

Explore 10 AI-generated ideas and images based on top rising prompts for mozzarella panini



### Garlic Bread and Mozzarella Panini

Garlic bread and mozzarella cheese are a match made in heaven. Adding sliced ripe tomatoes and fresh basil leaves will give this panini a burst of freshness and flavor. Garlic bread has seen a 12.4% YOY increase in social media mentions, making it a popular ingredient to use in dishes.

[Create a Recipe](#)



Day 1

Day 2

Day 3

# You don't even need to own the prompting

Buy your prompt on e.g. [promptbase.com](https://promptbase.com)

3

## Delivery Container Packaging For Foods

26 words Tested Tips HQ Images

307

@spacestudio

No reviews yet

32

2

This prompt will generate nice and modern delivery container packaging for food !

Just describe the type of product you want to sell and add your brand colors to the prompt !

A nice way to find quick and original Ideas for your next food delivery packaging !

Give it a try !

\$3.99

Get Prompt

*After purchasing, you will gain access to the prompt file, which you can use with Midjourney. You must already have access to Midjourney to use this prompt.*

*By purchasing this prompt, you agree to our [terms of service](#).*

2 months ago

More from @spacestudio



Day 1

Day 2

Day 3

# You don't even need to own the prompting

Generate your prompt:

- Reverse prompting with Midjourney's "/describe" query
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## Mozzarella Panini Concept Discovery

Explore 10 AI-generated ideas and images based on top rising prompts for mozzarella panini



### Garlic Bread and Mozzarella Panini

Garlic bread and mozzarella cheese are a match made in heaven. Adding sliced roma tomatoes and fresh basil leaves will give this panini a burst of freshness and flavor. Garlic bread has seen a 12.6% YOY increase in social media mentions, making it a popular ingredient to use in dishes.

[Create a Recipe](#)



Day 1

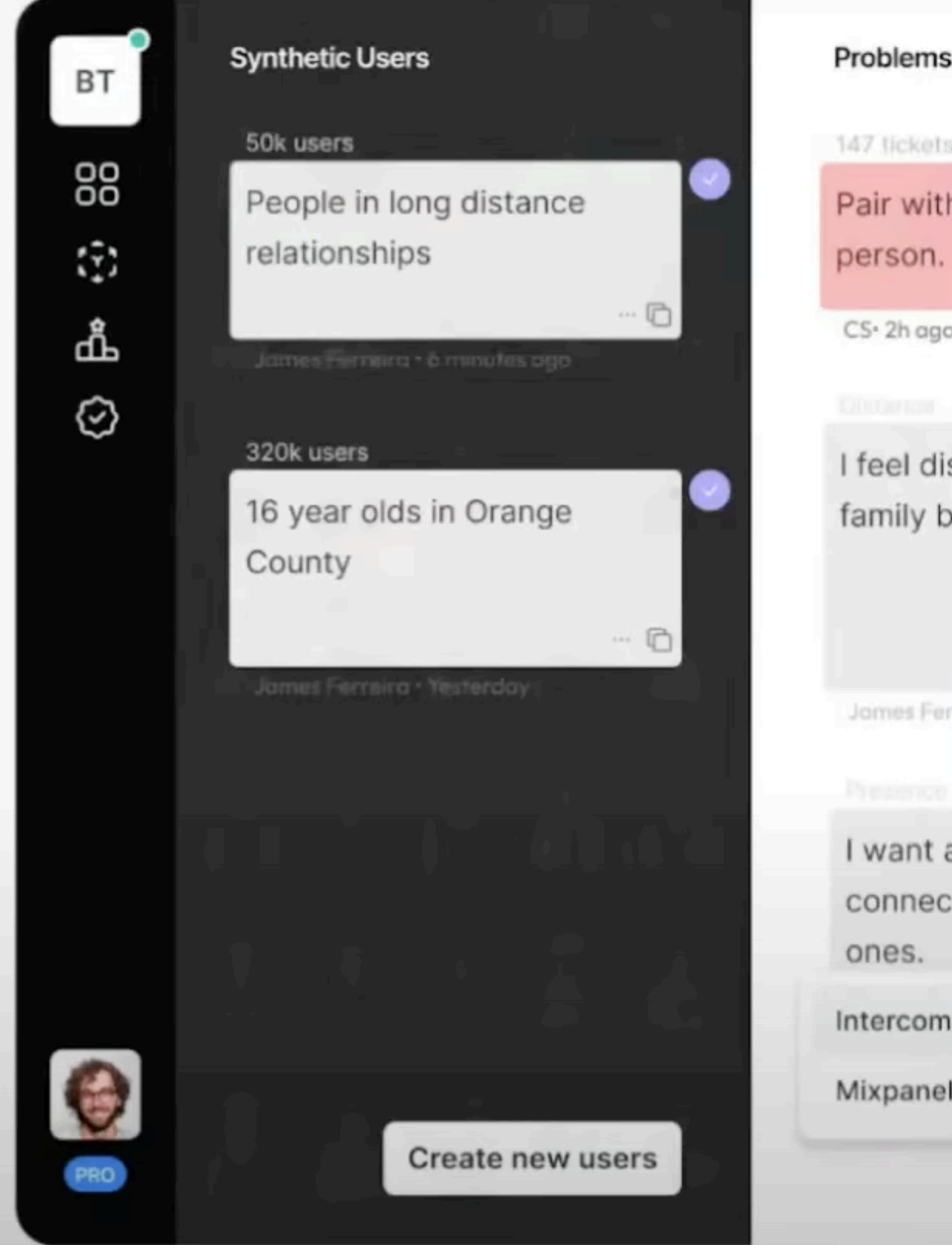
Day 2

Day 3

# Curate with your “real” users

The four levels of empathy:

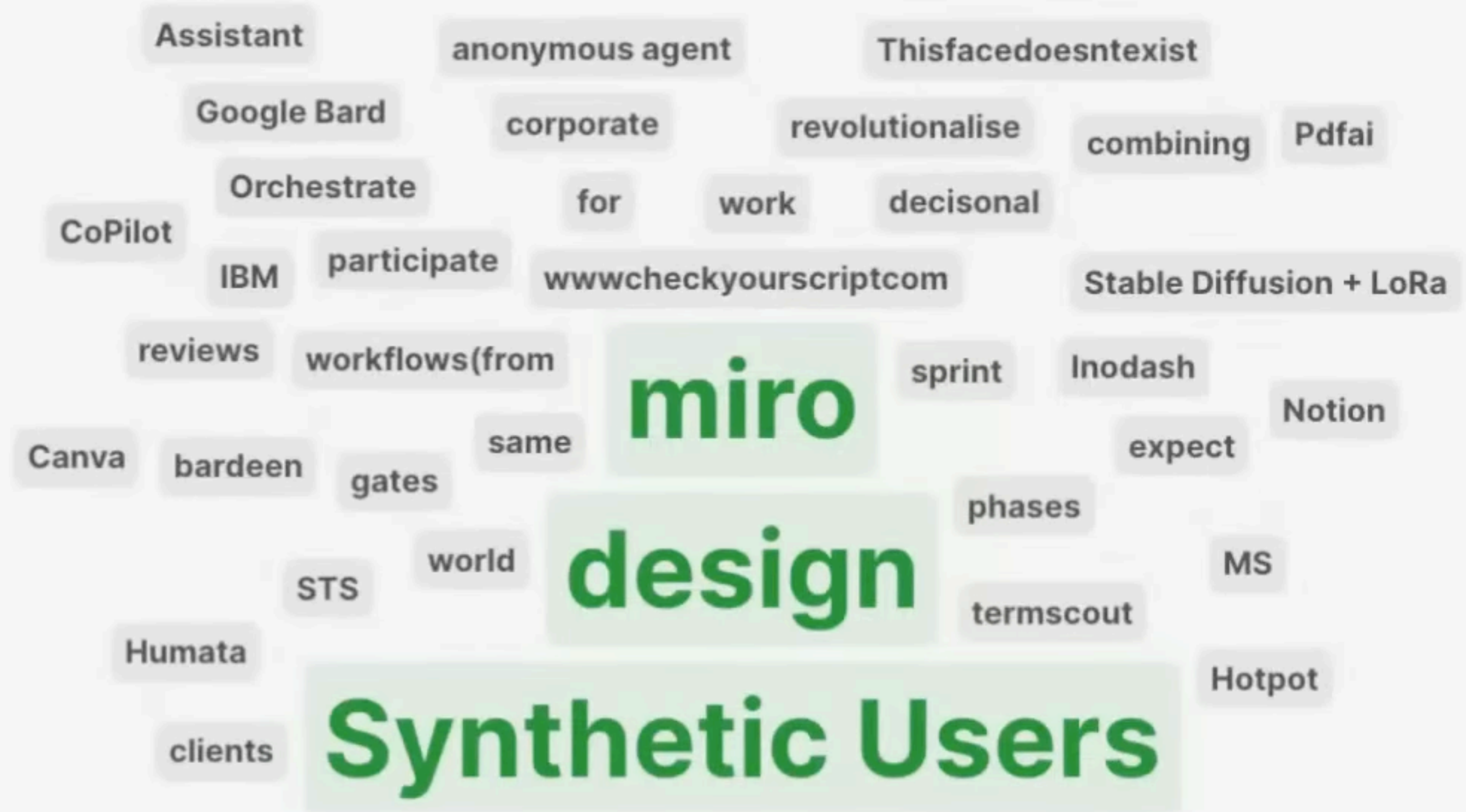
1. Human – human
2. Human – synthetic
3. AI – human (beyond an AI generated script)
4. AI – synthetic







Any (other) great tools we should know about?



Join at  
**slido.com**  
**#3323 199**

# The team to make this happen

## Visual Prompt Designer

manages the creative aspects of the sprint. They ensure that the solutions align with the company's branding, user experience, and design principles

## Legal & AI Ethics

deals with legal and regulatory aspects related to AI and the industry subject.

## AI Data Analyst

assists in data preparation, analysis, and interpretation. They collaborate with the rest of the team to ensure that the AI models are trained on relevant and accurate data.

## Access to a prompt library

A prompt library is the collection of the prompts used by all of the team members, making it easily accessible for ongoing and future sprints.



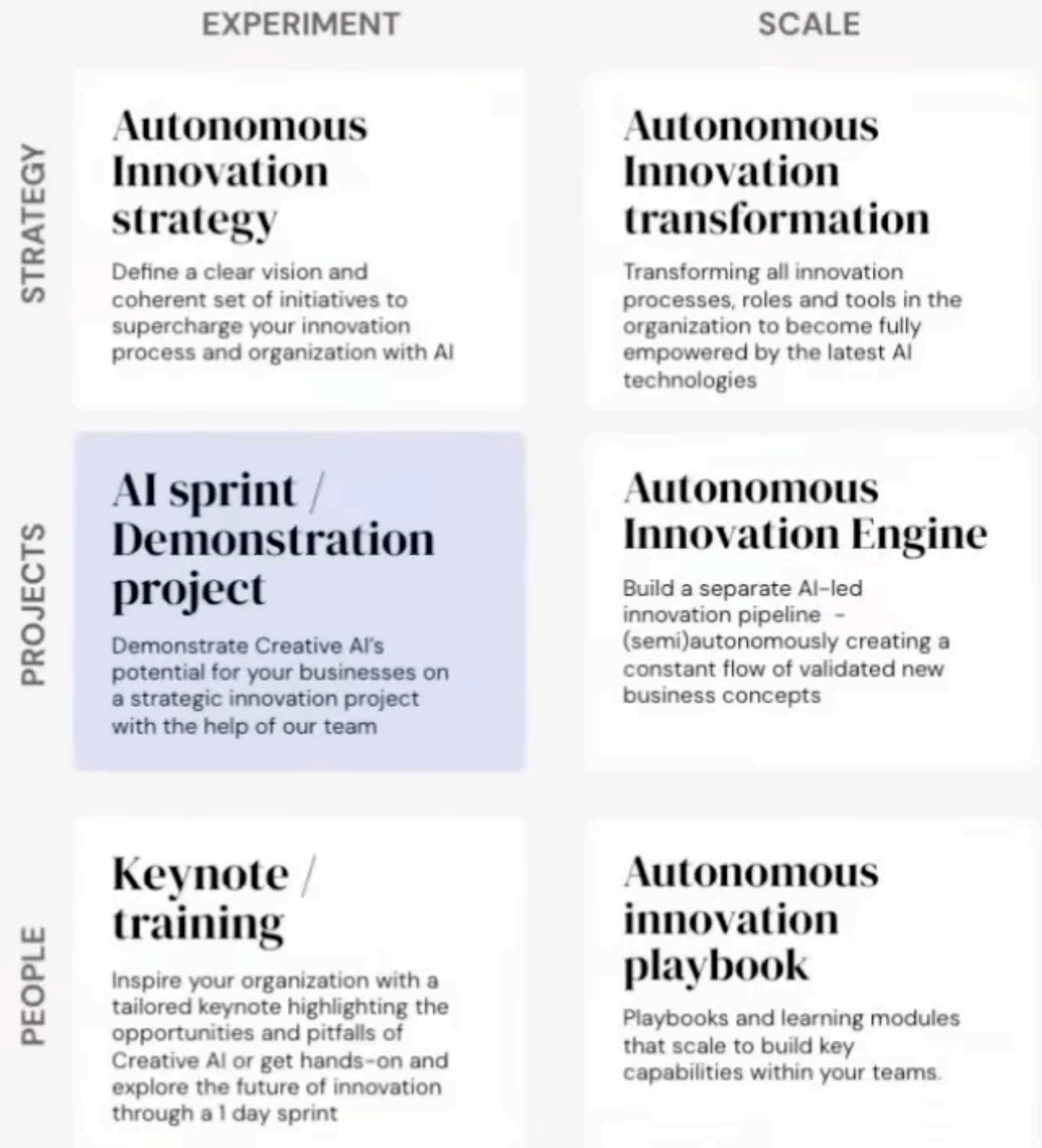
*Run your own  
AI-powered sprint*

4

# 4 Simple steps to make it happen

1. Select a **case & AI sprint team**
2. Build an **AI toolstack & prompt library**
3. Collect all relevant data and **train your models**
4. Run your first **AI-powered Sprint** & document all learnings

BONUS: Run an **AI strategy sprint** to ensure you're defining the right ambition, strategy and governance.



# Tune in for our upcoming webinar on **Autonomous Innovation**

**Design  
thinking**  
1990s

Human-centered design  
methods based on  
empathy and creativity

**IDEO**

**Lean  
startup**  
2010s

Hypothesis-led  
experimentation and  
validation



**Autonomous  
Innovation**  
2020s

AI-powered imagination,  
creation and launching of  
new products



# Creative AI Open-source tools & reports

Let's connect on LinkedIn



**Vincent Pirenne**  
Partner



**Lennert Decuypere**  
Sr Consultant & AI lead

[www.boardofinnovation.com/creative-ai](http://www.boardofinnovation.com/creative-ai)