

What's the next big thing ?

A **cre·ax** case study

*Product Development
through Future Thinking*



Introduction

The world is changing at an ever-increasing speed, with new technologies and trends emerging every year. To stay ahead of the curve, companies need to stay up-to-date and anticipate what their customers will need in the future.

Creax's **future-thinking methodology** helps companies to develop a future-proof product portfolio that is both relevant and innovative. The approach uses various techniques such as trend analysis, technology forecasting and consumer insights to paint a reliable picture of the future and identify opportunities within this future. Once opportunities are identified, they are addressed with differentiating solutions in the short, medium and long term.

Data has a prominent role in this process. It de-risks decision-taking. At the same time, it boosts the innovation process. At Creax, we strongly believe that most problems have already been solved and that solutions can be transferred from other industries. **Cross-industry thinking** is the key to combining and adapting certain ideas and technologies into feasible concepts, some of which can be implemented right away, while others require further research and are more focused on the mid and long-term future.



Fig1 : Innovation Fact 1 – existing solutions never last

A collaborative journey

Future thinking is not only a methodology, but also a journey of discovery and exploration for everyone involved.

It enables stakeholders to make strategic decisions based on unbiased data-driven insights.

At the same time, It helps to envision new offerings for the future and assess the company's capabilities to respond to evolving markets.

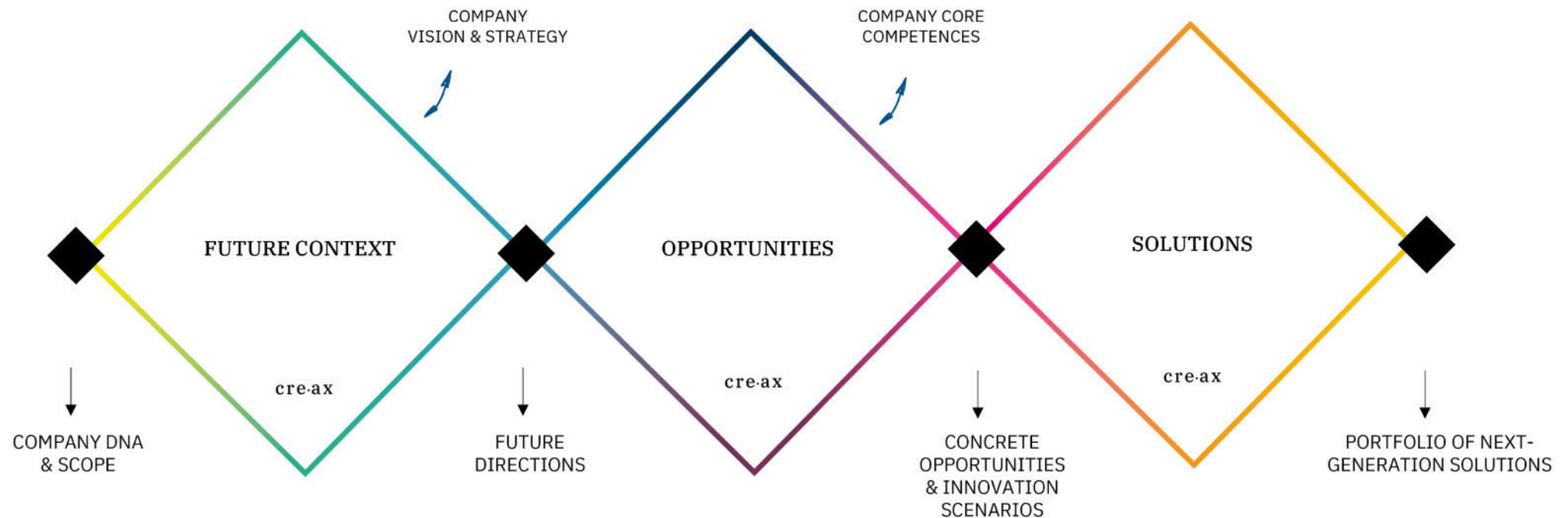
By inspiring stakeholders to think outside the box, it expands the solution space, leading to tangible innovations that can be implemented in the organization.

The process of engaging stakeholders in the organizational decision-making process creates **involvement** and buy-in, which is essential for successful organizational outcomes. By including stakeholders in the process, their interests are considered, which in turn increases their **commitment** to the organization.



Future thinking

Adapt to change



The Future Thinking approach is made up of three "diamonds", with each stage including a divergence (explore) and convergence (define) stage. In the first diamond, future scenarios concerning your playing field are drafted and subsequently, future directions for the company are selected in accordance with the company vision and strategy.

In diamond two, current and future needs are researched and problem statements are defined, from thereon, concrete opportunities are identified based on the match with your company DNA.

Finally, in the 3th diamond, inspiring and future-proof solution concepts for the short, medium, and long term are imagined and translated into an innovation roadmap that fills your pipeline for the next decade.

Challenge

Let's explain the approach with a sample case for a hypothetical company. The company in question, which specializes in butane gas-based **camping cooking** solutions, has had stable annual sales for some time. However, with the emergence of sustainability trends, energy crises and changing consumer needs, it faces an increasingly competitive playing field. As a result, the company is aware that its reliance on non-renewable energy sources such as butane gas is not sustainable and may not be an option in the future. This has led the company to think about the possibilities of the current technology landscape and what its product portfolio should look like in the future to remain competitive.

To create a future-proof product portfolio that aligns with the company's strategy and core competencies, it is essential to consider other needs and technologies that will be a game changer in the industry. By applying the 3-diamond approach, future needs and technology opportunities can be identified, resulting in a **distinctive** and **future-proof product portfolio**.





The future playing field

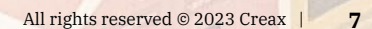
Diamond one

Before solving future problems, it is essential to have a picture of what the future would look like. The first diamond focuses on mapping the future playing field by analyzing data sources such as publications, patents, articles, web content, and databases in a structured way. This paints a picture of the future playing field in and around a particular industry, allowing multiple future needs and scenarios to be defined.

The bigger picture

The analysis involves the assessment of the potential impact of these trends on the playing field in which you wish to operate. They also help to envision future scenarios.

cre·ax



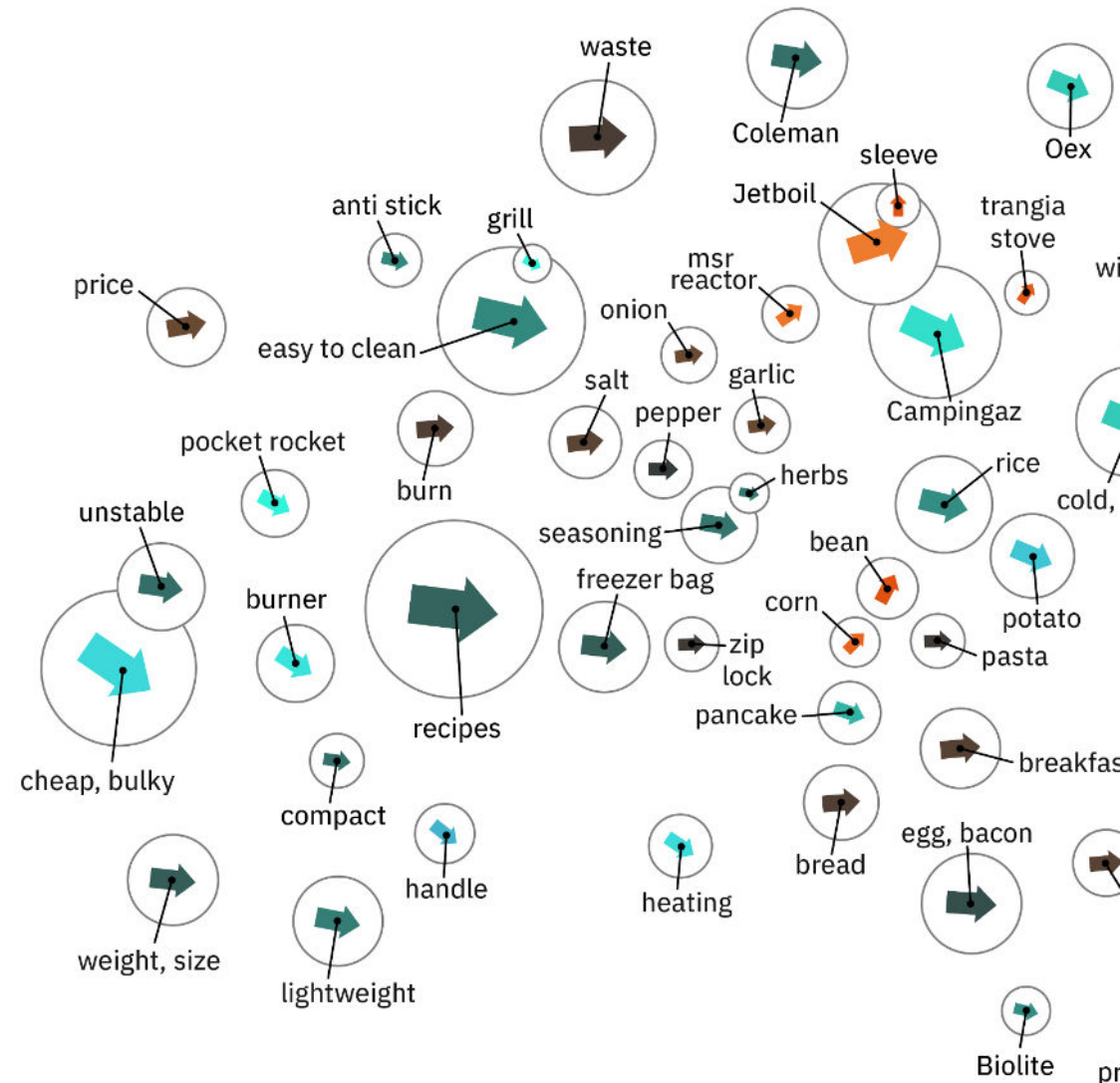
Consumer needs

How to get answers on questions you never asked

Creax uses AI-driven contextual analysis of various textual sources to provide reliable and unbiased insights on emerging trends and themes. For this study, we conducted a consumer forum study to uncover domain (camping) and category (camping-kitchen) specific information about consumers' hidden needs. Through this analysis, we can avoid bias because consumers are not subjected to leading questions and their contributions are authentic. This information provides valuable data on the needs, opinions and proposals of current and future customers.

To gather this information, we extracted and analyzed over 8,000 topics related to "camping gear" from a public social forum. The AI algorithm clustered coherent topics describing needs, problems, and emotions related to "camping gear" into relevant topic groups.

Several key elements were identified: the hot topic of **fire bans** (pun intended) due to wildfires, requiring future camping cuisine to adapt to a fire-free, preferably renewable energy source. In addition, negative emotions were expressed about grills, heaters, power banks, and chargers. Solutions were also sought to better charge electronic devices. Finally, people suggest combining functions and limiting the number of carry-on items.



Future needs

Think ahead

As society continues to evolve, so do our needs. Whether driven by new consumer trends or technological advances, it is essential that we consider the implications of these changing needs on the future.

That's why we draft **future scenarios**, a combination of megatrends, consumer needs and industry-specific drivers. To do this, we must think proactively and consider possible outcomes, rather than focusing on solving current problems.

Some of these scenarios, or statements, may seem simple, while others may seem far-fetched. It is crucial to consider a wide range of scenarios, and if possible, even conflicting ones. It is also recommended to combine appropriate scenarios to create a more complete and unique offering. (Combining more than 2 scenarios usually leads to excessive diversification).

It is also important to mention that the future is not static and that we can **work towards a certain vision** of the future. It is, therefore, vital that clients choose a future scenario that they are comfortable with, as they will be working in that context for many years to come.

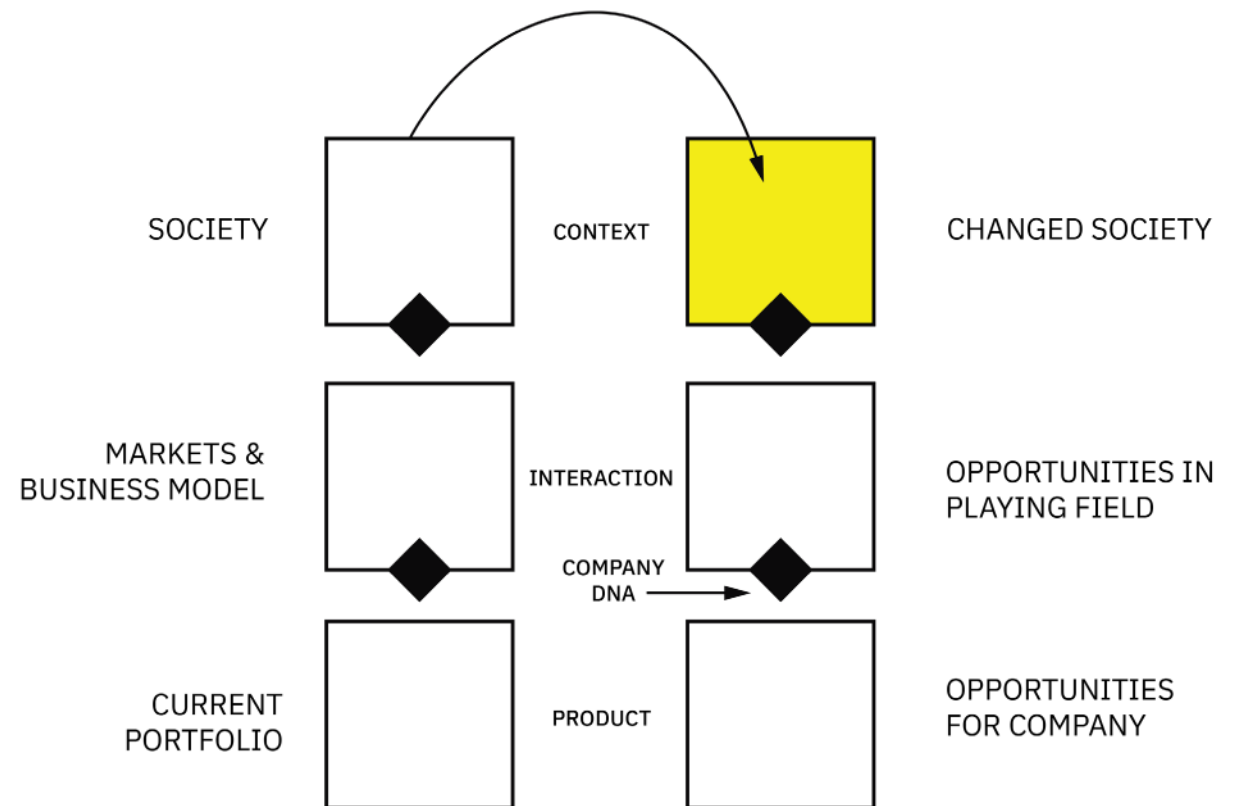


Fig 3. : Schematic on the different steps of future thinking

Future needs

1

The evolution of needs and technologies is the same for all players on the "camping cooking" playing field. However, the question arises as to what role you as a company want to play in this evolving playing field.

With the growing popularity of camping comes a demand for convenient cooking devices. While lightweight camping stoves powered by propane and other fuel sources are currently the norm, the future of camping cooking devices could be very different. In the near future, camping cooking devices will be enforced to become **flameless** and will preferentially be powered by renewable energy sources. This will make camping safer, more sustainable and more enjoyable for everyone.

IN THE FUTURE ...

**“ camping cooking will be
flameless & powered by
renewable energy ”**



Future needs

2

In the future, the idea of camping will be revolutionized. We won't have to compromise our comfort and food quality while camping. We'll be able to **enjoy all the amenities** of home while out in the wilds.

We will have the most comfortable tents ever, with (passive) air conditioning, heating and a host of other features. We'll also have access to all the best camping gear, from portable stoves and grills to solar showers and flush toilets.

We'll be able to cook our own meals with a variety of tools, from campfire grills to Dutch ovens and even electric hot plates.

IN THE FUTURE ...

**“ we won't have to
compromise our comfort &
food quality while camping. ”**



Future needs

3

In the future, people will want to bring their digital tools with them when they go camping. **Smartphones, tablets, and laptops** will be essential tools for campers to use for a variety of purposes. For starters, these devices will enable campers to stay connected, no matter where they are. They will also be able to access important information about the area, such as weather forecasts and hiking trails.

Moreover, these digital tools will be very useful for **learning** about the surrounding nature. Campers can use them to look up information about the local flora and fauna, as well as to identify stars and constellations at night. They can also use their digital tools to take pictures and videos of their camping adventures, to document and share their experiences with others.

Of course, the biggest challenge with bringing digital tools on a camping trip is **keeping them charged**.

IN THE FUTURE ...

**“ people will want to bring
their digital tools with them
when they go camping. ”**



4

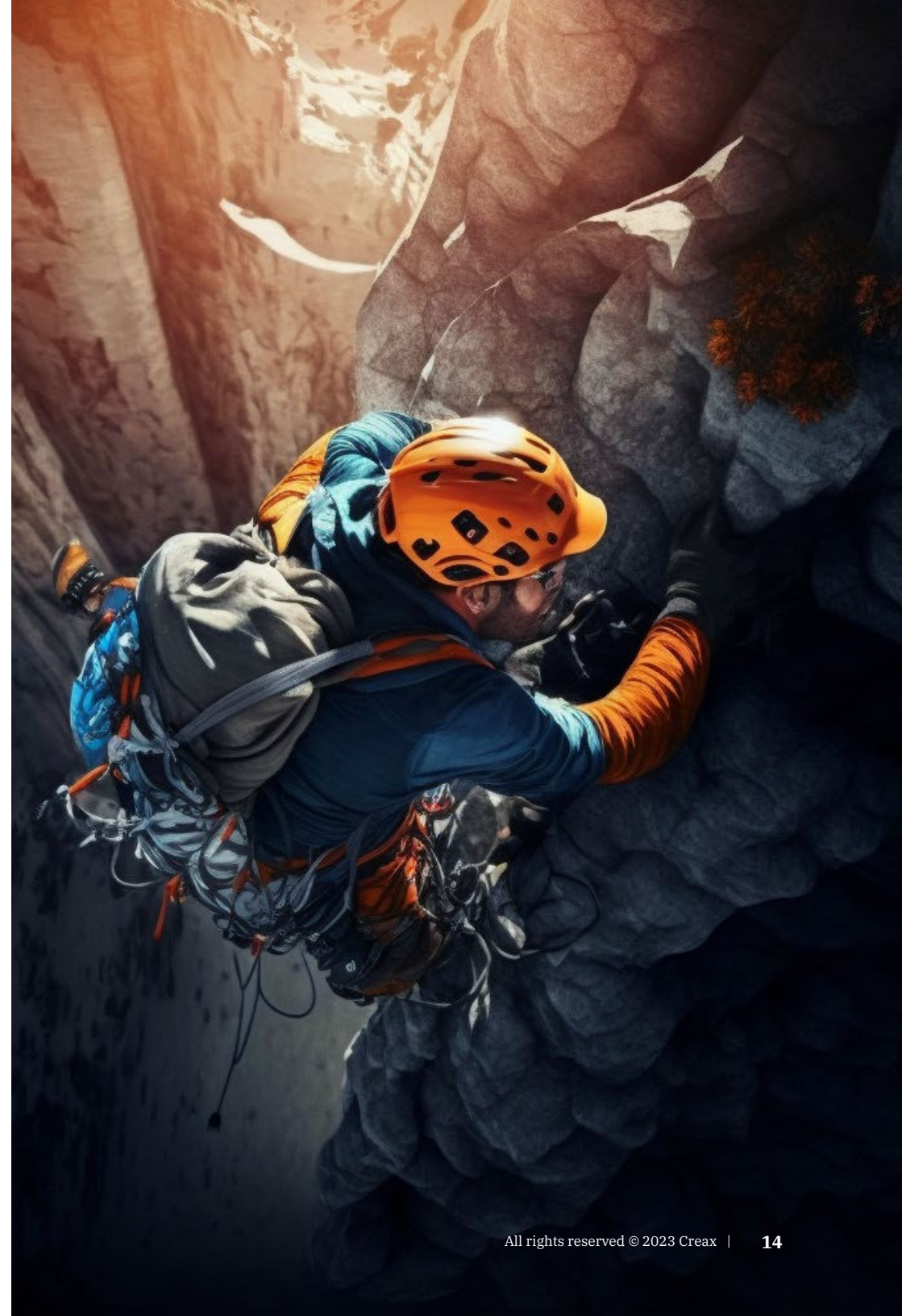
Future needs

In the future, people will want **campsite food tailored** to their individual needs and preferences. It will be available and adopted to specific dietary requirements, such as vegan, vegetarian, gluten-free and low-fat.

In addition, campers are very likely to request meals that are convenient and easy to prepare, and meals that fit their budget. They also request meals tailored to their activity level, such as high-energy meals for those who plan to be active outdoors and low-energy meals for those who sit more often.

IN THE FUTURE ...

“ people will want camping nutrition that is tailored to their individual needs and preferences ”



Future needs

In the future, as the world's population continues to grow and resources become increasingly scarce, the need for **cheap and sustainable** cooking solutions will only become more pressing. Refugees, who may be displaced due to natural disasters or war, and those living in poverty around the world will all need a way to cook food in an affordable and efficient manner.

Solar stoves are already being proposed by people as possible solutions. Solar cookers use the energy of the sun to cook and heat food, eliminating the need for expensive and polluting fuels. Despite the initial cost of purchasing and installing the solar cooker, they are seen as an effective and cost-efficient way to prepare food. In addition, as solar cookers can be used in any climate or season, they are an attractive choice for those who live in different environments.

IN THE FUTURE ...

“ the need for cheap and sustainable cooking solutions will only become more pressing ”



Future needs

Time to choose

After reviewing the possible future scenarios, it is time to make a choice. You can consider all scenarios, as they all reflect the drivers of the playing field. But each scenario entails different types of solutions to offer or caters to a specific type of customer.

You can choose based on what best fits your current business strengths. This "safe harbor" lies at the **intersection** of customer needs, technology enablers and your company's DNA. But often, it's not what your company needs to maintain a competitive advantage.

It's critical to choose the scenario that also excites you the most. Consider your company's ambitions and vision for the future and make sure the future scenario you choose is consistent with them. The idea is appealing because it opens up the space for innovation. But you can imagine that this disruption may impact the business in some way. So, it's not an easy task.

That's why it is essential that the chosen future scenario(s) are translated into a **"mission statement"**: "we want to...". By having a clear ambition, you can focus your efforts and resources on achieving this broader goal.

For this test case, the focus will be mainly on the scenario of flameless cooking with renewable energy. Subsequent sections of this report will also address other scenarios to demonstrate the impact and varying outcomes of each scenario.

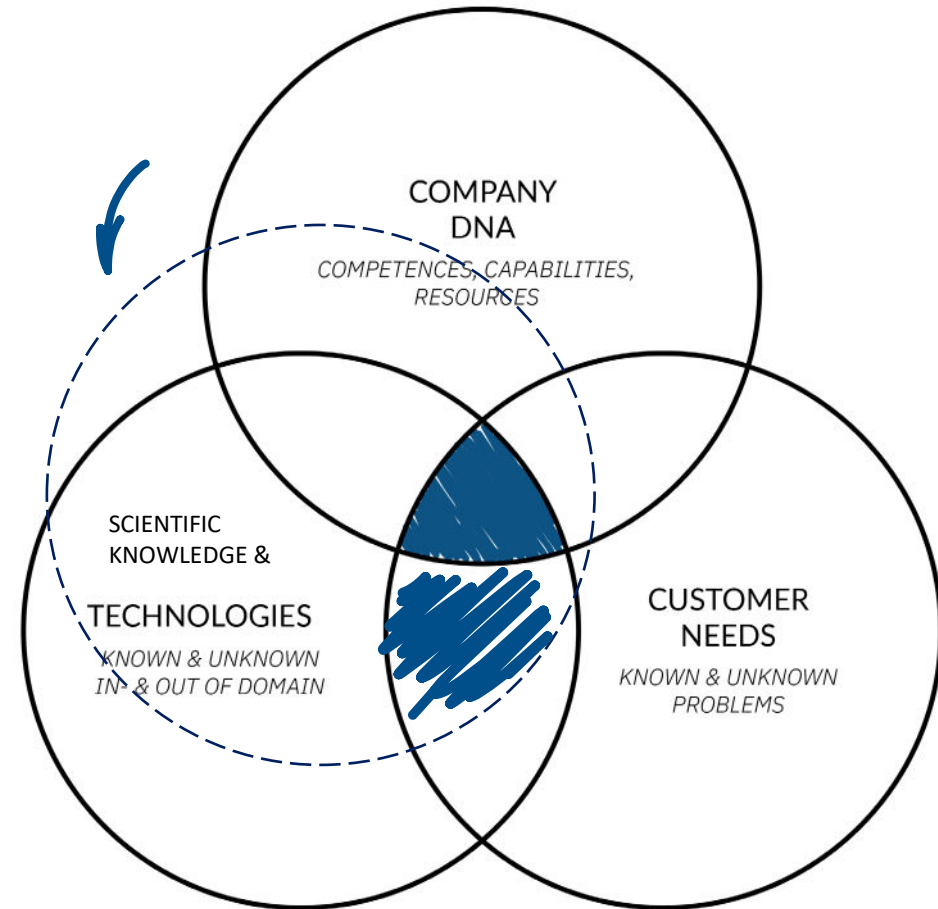


Fig 4. : How to expand the innovation space



Identifying opportunities

Diamond two

Diamond two consists of three steps to identify concrete innovation opportunities: firstly, research and analyze existing solutions, secondly, challenge the problem definition, and thirdly, select the most interesting opportunities based on company strategy and technological relevance.

How to identify opportunities

Seeking for a problem to solve

You have now defined a future scenario that will guide your next-generation product portfolio. But how do you spot the concrete opportunities in this scenario? In other words, where can you make the difference?

Opportunities can be found where there is a **specific need**. In the ideal case, this need is *unmet*. But you don't want to offer what is already available. So, analyzing what are the existing solutions in your domain, the so-called state of the art, is the first thing to do. It allows to see how problem statements are addressed and what their advantages are.

However, you can really make a difference when you reveal what is the **exact problem** to be solved. Various complementary tools are used to ensure that we are asking the right question.



State of the art

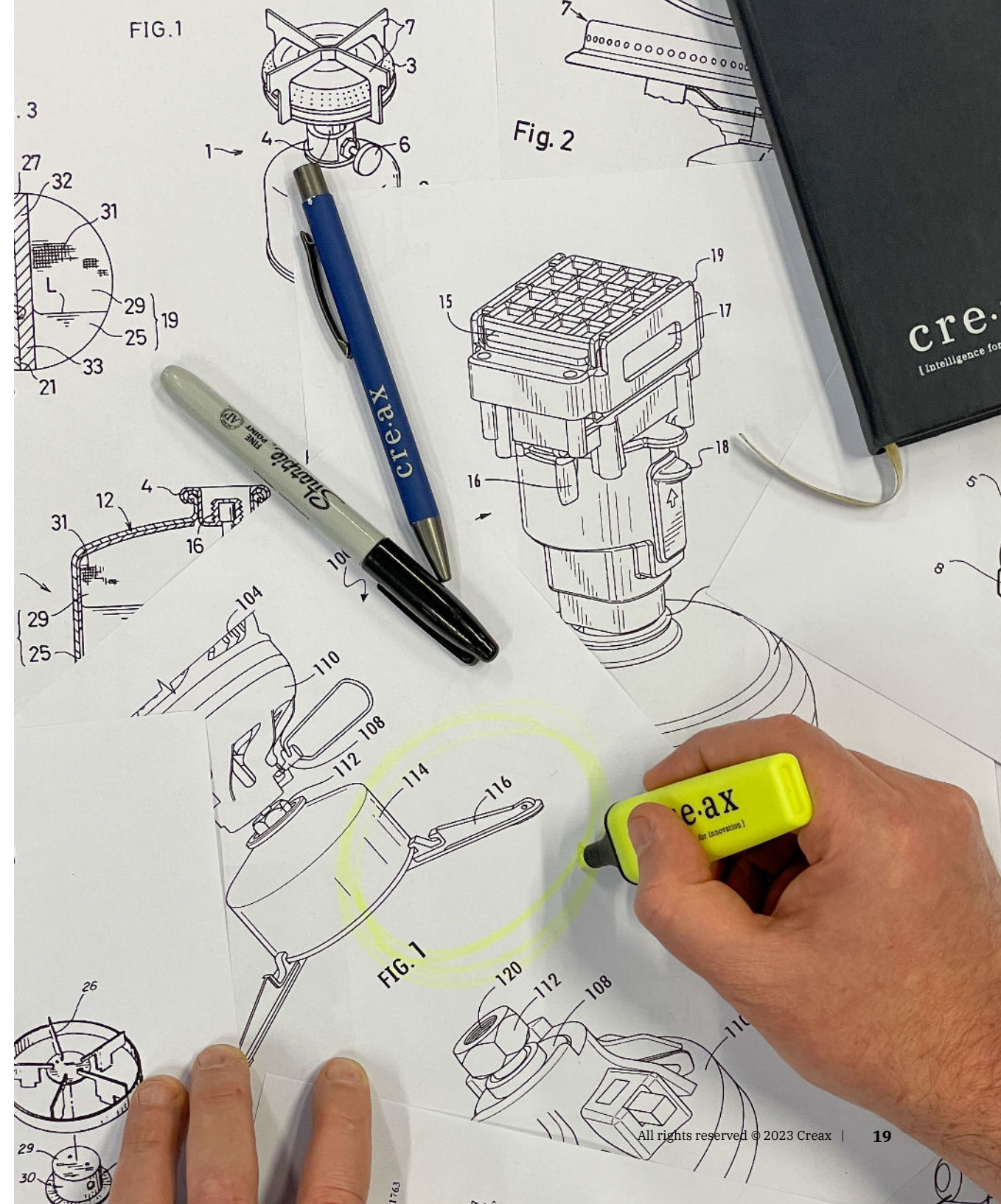
Knowing is key

The state-of-the art gives an overview of the current solution space in your domain.

Creax uses a set of **intelligence tools** to research this. Amongst these tools are AI-supported text-mining, which is used to analyze the technologies described in patents, ideas exploited by start-ups, and commercially available solutions described in public websites.

Bringing context to these solutions, and see trends therein, can tell us what the latest innovation is in your field and reveal if solutions already address the *future* needs previously defined.

Fig 5. : patents focussed on camping cooking >



What is the real problem ?

Find the root cause

There are several explanations for why products fail, but one of the most crucial is that the solutions don't always **address the actual problem**. Just as you want to cure the disease, not its symptoms.

We recognize that the key to product success lies in understanding the root of the problem.

We, therefore, strive to identify the real problem and produce an appropriate solution that will have a significant impact.

At Creax, one of the most common tools used to determine the right problem is the current reality tree.

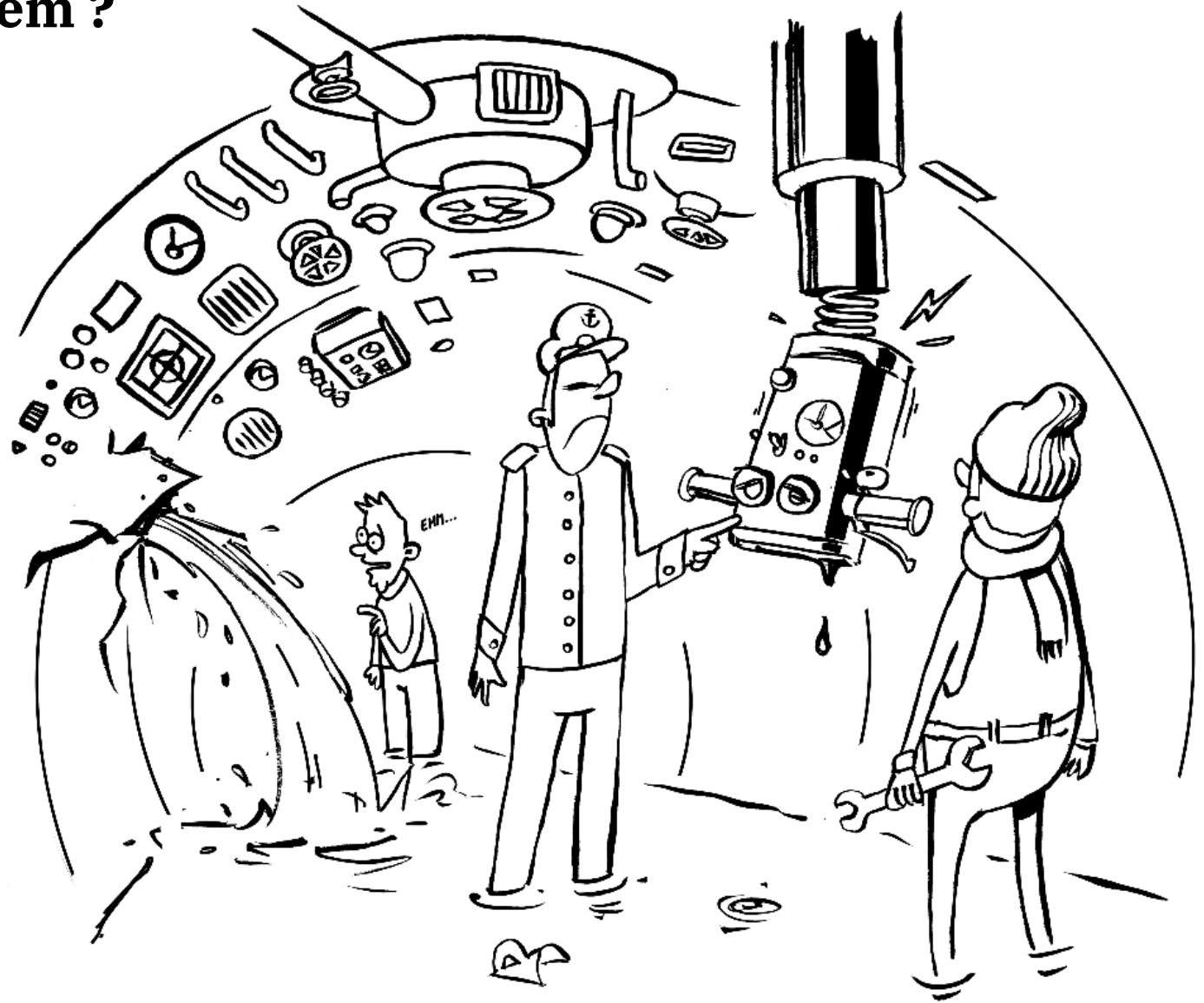


Fig 6. : Innovation Fact 2 – Find the real problem

Current reality tree

Deeper down the rabbit hole

The CRT (Current reality tree) is a cause-and-effect diagram that analyzes the **root causes** of a problem.

It starts by defining the problem (most often the expression of a problem, for example, "**the stove is not efficient enough**"). Then, we systematically dig into the reasons-why by applying logic, and answering multiple questions. As such, a logical structure that reflects the most likely **chain of cause and effect** is built.

Once completed, the most likely root causes of the problem and areas for improvement are identified. In this way, focus is placed on the most relevant areas for improvement.

These topics are then included in the product DNA.

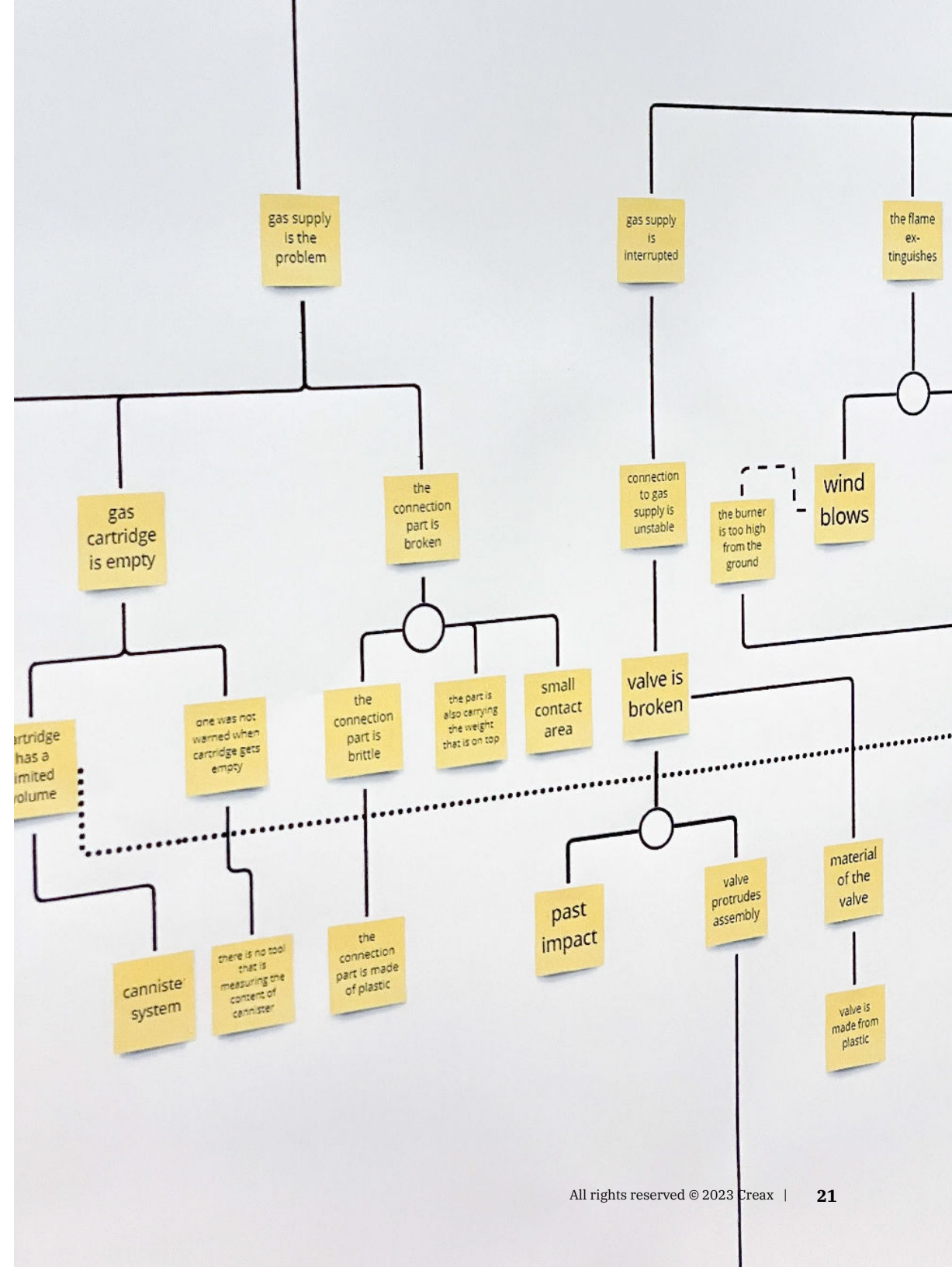


Fig 7. : Part of a CRT focussed on camping cooking >

How to select opportunities

Creating focus

The range of possibilities for solving the problem can be very broad. Many options may seem attractive because they could be driven by a new upcoming technology. However, your choice will have a significant impact on your innovation roadmap. Moreover, it is not feasible to exploit all of them and focus is needed.

Two things are important: Which problem do you *wish* to resolve? In this case, the type of **camping situation** determines the type of solution you need to develop.

As an example, the number of people looking for an extreme walking experience is increasing. They have specific requirements for their equipment, such as being light, compact and, if possible, foldable. So, this is the specific problem that you will have to address creatively.

Second, it is important to start from your **core competencies** and rely on them. They give you a competitive advantage and help you to build your innovation roadmap towards your long-term goal.

The selected opportunities are then ‘translated’ into the **product DNA**, as a briefing for the next phase: creation of differentiating solutions.





Here ?

Or maybe
here ?

But
definitely not
here, Right ?

Is this a
good spot
?

Product DNA

A key ingredient for innovation

Like all species, products evolve and improve as well and older products become obsolete.

Examining the advances in data storage over recent years, we can observe the evolution of products. Initially, floppy disks were the most practical choice, yet they have been supplanted by CD-ROMs and micro-SD cards. Presently, data is kept in the cloud, although it is not exempt from potential security issues and may be replaced by an even more suitable alternative in the future. So, it's clear that products have some DNA, a DNA that can change and drive their evolution and improvement over time.

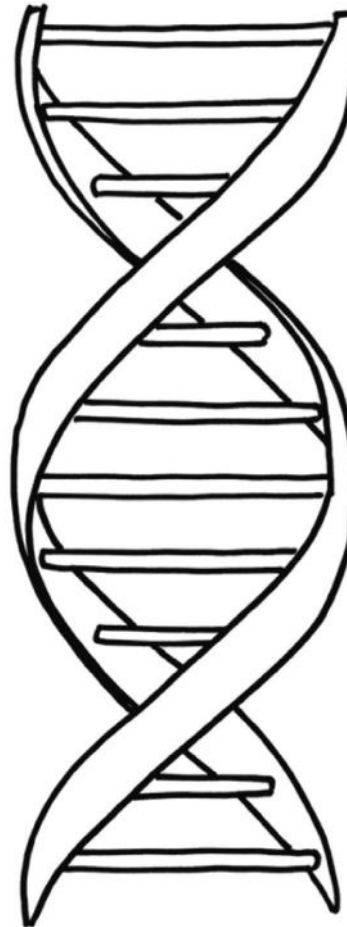
The product DNA describes the fundamental components that make up a product. It encompasses its **functions and properties**. Understanding the product DNA allows us to abstract the product itself, which opens the door to cross-industry research. At the same time, the product DNA provides focus, as it ensures that each solution concept addresses the stated problem.



Fig 8: The evolution of data carriers over the years >

PROPERTIES

Portable
Compactable
Cylindrical
Stackable
Modular
Stable
Renewable
Safety
Lightweight
Heat resistance



FUNCTIONS

To heat
To insulate
To regulate
To carry

< Fig 9: DNA of the desired camping cooking solution



Creating solutions

Diamond three

The goal of this phase is to create innovative solutions that stand out and make an impact. Drawing on the product DNA, applications and products with similar DNA are discovered across industries. By drawing inspiration from these, we can generate a portfolio of differentiating concepts.

Cross-industry research

Research rather than Re-invent

Cross-industry learning is the process of transferring practices, ideas and **knowledge from one sector to another**. It implies that what has been successful in one application can probably be copied in another application to improve the performance or another characteristic. Cross-industry learning not only provides unexpected inspiration, it also reduces development time.

At this point, we also apply our internal AI to efficiently scan a wide range of technologies and applications with similar DNA - both inside and outside the domain. These are then mapped into a **morphology board** based on all required functionalities.

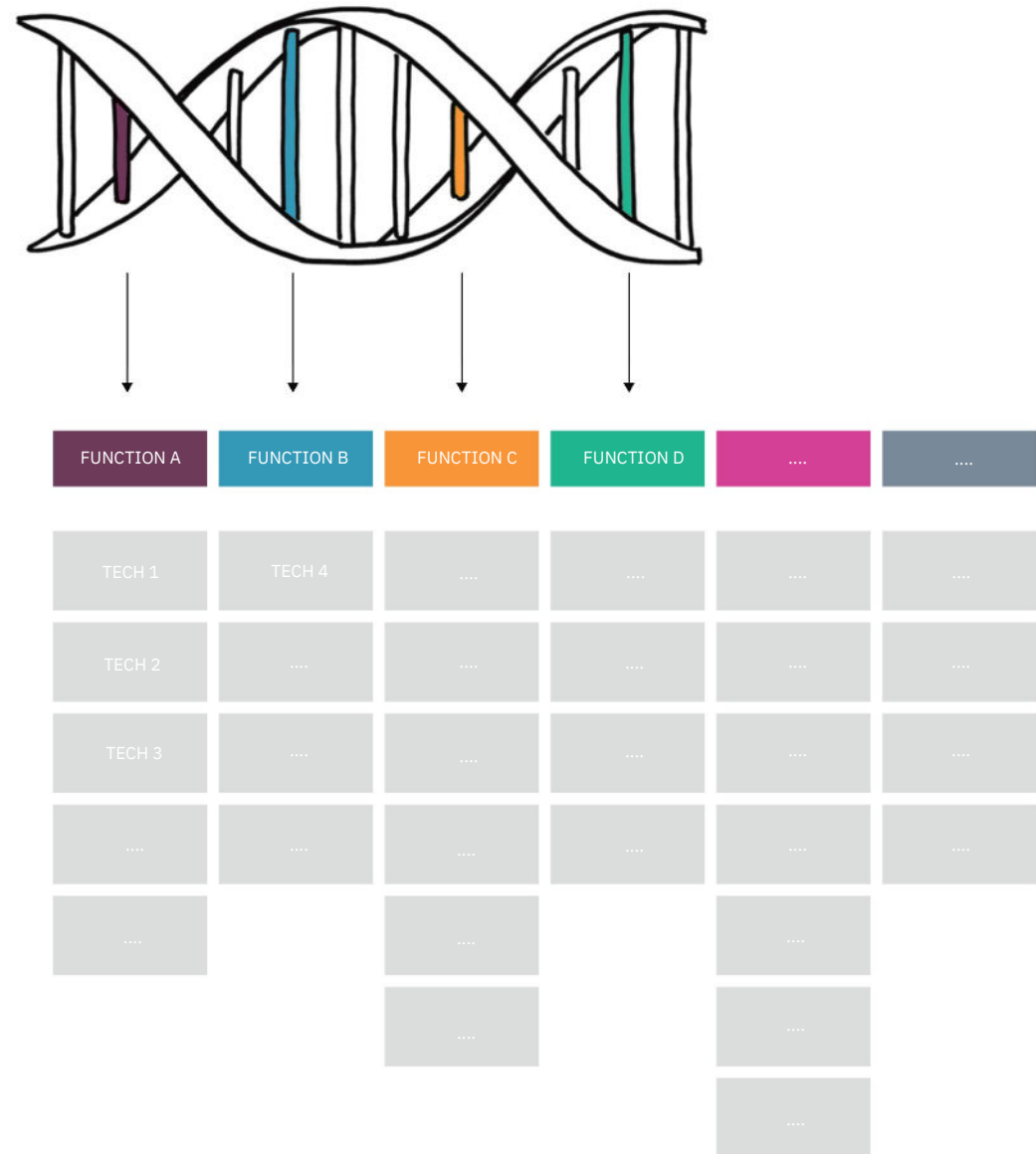


Fig 10: Schematic representation of how a morphological chart is built

HEAT RESISTANCE

STABILITY

IMPACT

Concepts

Combining ideas

Creax uses morphological chart to generate new concepts by combining different technologies and ideas.

This is a great way for designers to explore different paths and combinations, which leads to more creative results. By combining and rearranging components in many different ways, they are stimulated to think out-of-the box.

In addition, the morphology board allows them to keep track of all their options and justify their decisions, making it easier to explain and defend their choices.



< Fig 11 : Cross-industry morphological chart for a camping cooker

Concepts



Combining ideas

The important and probably the most difficult thing in this phase is to make the right combinations. There is no real formula, but the most important thing to remember is that $1+1$ must equal 2 (or greater), but definitely not 0. This entails that the combined principles must complement each other, not conflict.

In practice, concept development is a **team effort**. At Creax, we gather around the table with the team, armed with sketch materials, paper and post-it notes, preferably around the morphology board, the perfect place to start. Ask everyone questions such as what technologies and principles they like and which ones might work well together. Put all ideas on paper and don't stop if you still have the momentum. As the saying goes, "**quantity breeds quality**," and this is especially true when it comes to generating concepts.

Fig 12 : ideation and concept combination >



Concepts

Incremental

Let's envision a solution for the chosen mission statement "*The camping kitchen will become flameless and powered by renewable energy sources*". Certainly a very interesting proposition for a manufacturer of current camp stoves and butane gas canisters.

Through cross-industry research, "**catalytic heating**" was identified as an opportunity. This technology is already widely used in camping setting to heat tents during the winter months. The main advantage of this technology is that it works with butane gas, while producing no flame, only a high-energy infrared light. This makes it much safer and fireproof. To further improve its performance, an optimized infrared coating could be applied to concentrate all the energy on the cooking area. The whole unit can be quickly disassembled and stored in the pot itself.



Inspirational technologies



catalytic heaters



camping stove



infrared reflector

Camping cooking
will be flameless
and powered by
renewable energy

Fig13 :the short-term solution concept

Concepts

3 Horizons

Innovation is not an ad-hoc process, it must lead to a bigger goal, a bigger achievement. So don't settle for a single concept - think ahead and also think up concepts for the medium and long term future.

This is known as the three-horizon framework, which helps maintain focus while innovating. The key is to first envision the long-term goal, then work your way backward to the short-term solution, ensuring your short and mid-term solution are always in line and benefit your long-term solution.

This way of working leads to a **balanced innovation portfolio**.

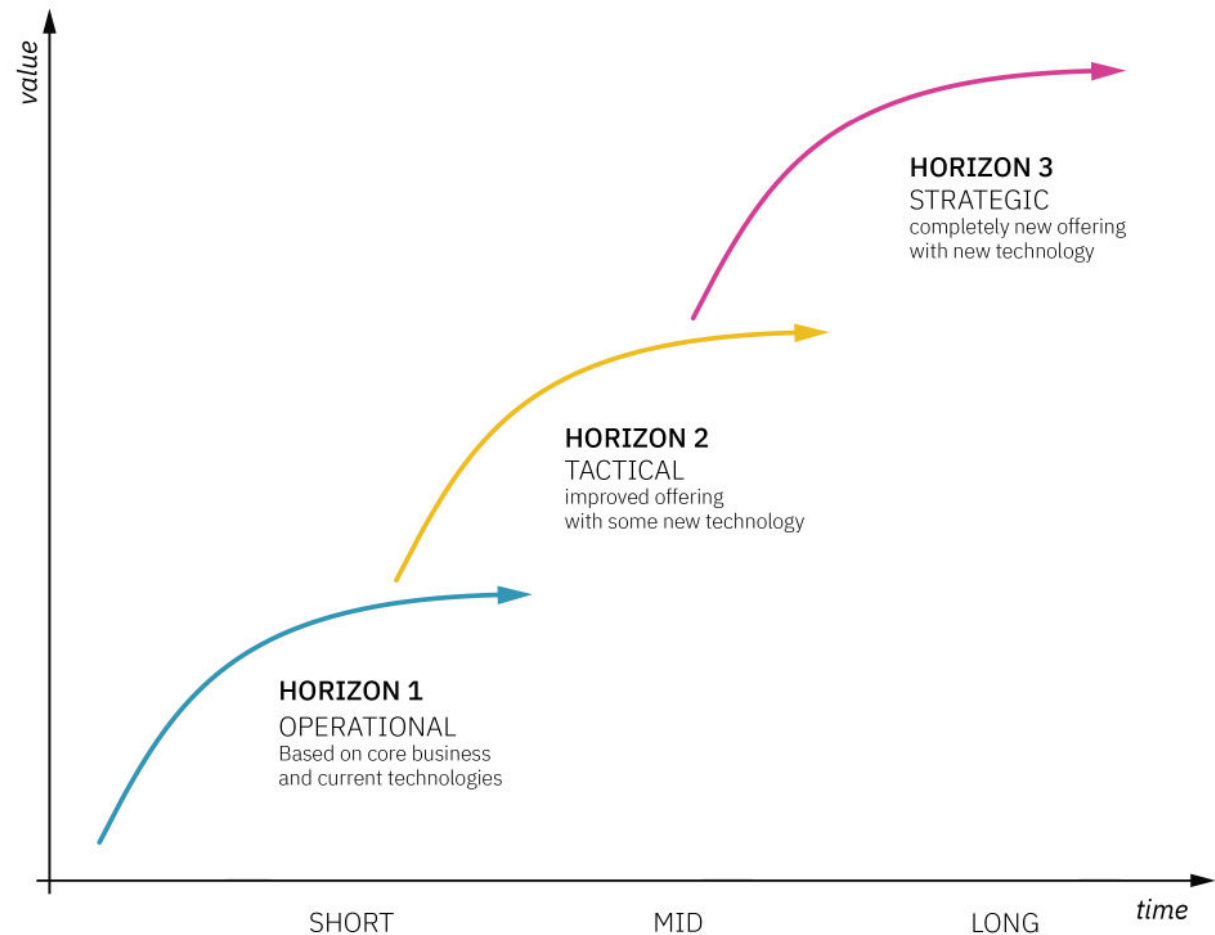


Fig 14 : 3 Horizon framework

Concepts

Mid-term

The mid-term camping cooker concept uses an adaptation of the product where the main gas canister is replaced by a hydrogen unit. Hydrogen, which is a promising but not yet widely available energy source, is a great opportunity for this concept. Moreover, the now-familiar catalytic heating technology is compatible with hydrogen and thus can be reused to create flameless heat, while embedded folding supports are used to stabilize the base.

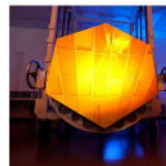
Inspirational technologies



catalytic heaters



Hydrogen gas



infrared reflector

Camping cooking
will be flameless
and powered by
renewable energy

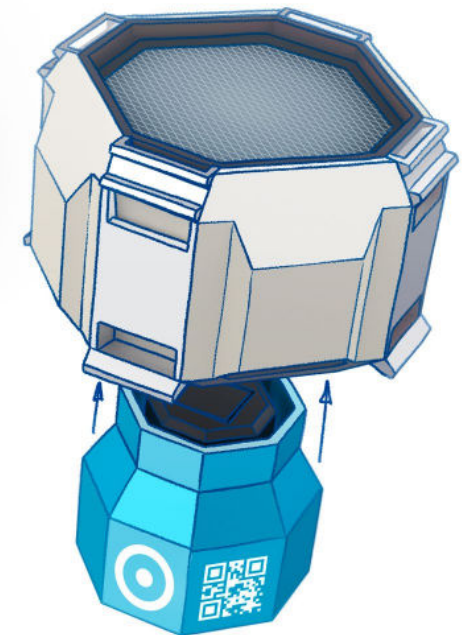
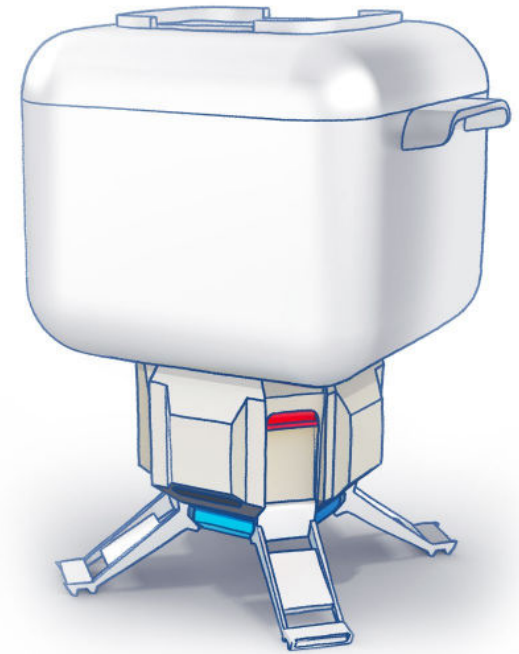
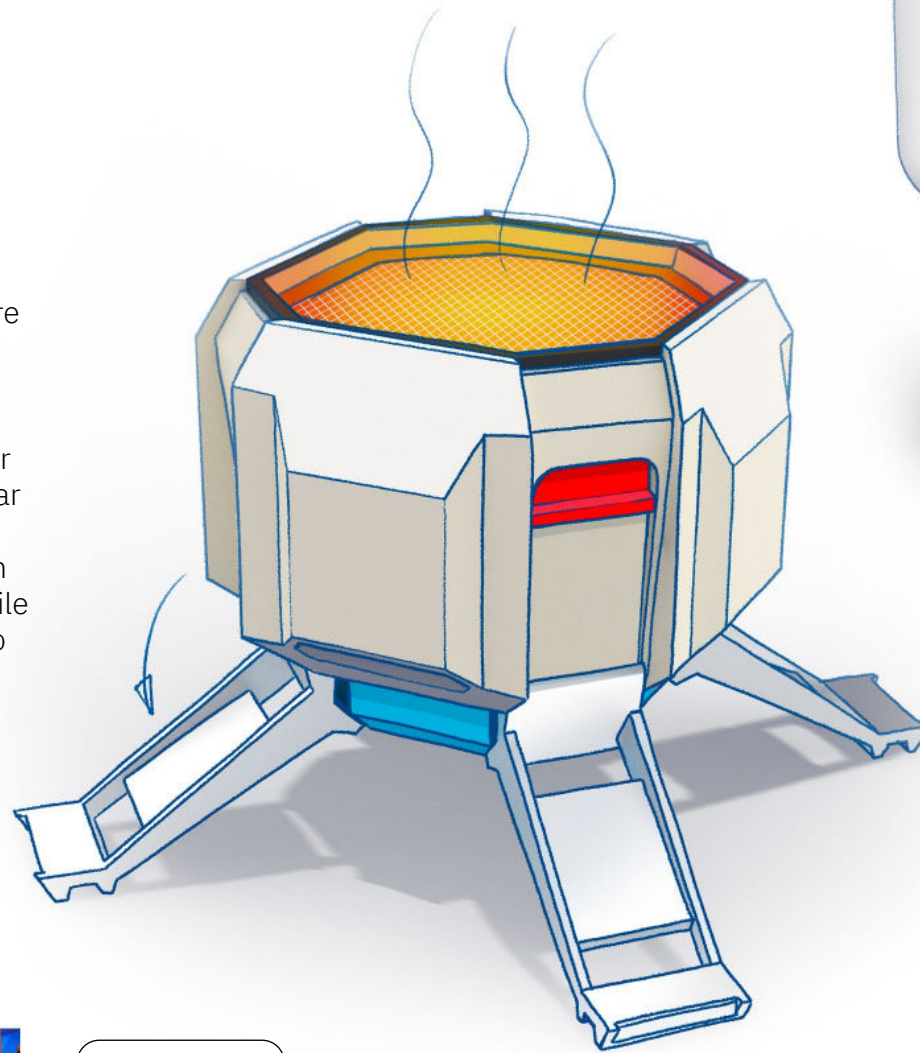


Fig15 : the mid-term solution concept

Concepts

Long-term

This proposed product redesign suggests the use of **induction heating** instead of radiation as a viable long-term solution. Instead of burning hydrogen, it can be used to generate electricity through a *hydrogen fuel cell* powerful enough to power an induction cooktop. With the built-in fuel cell, this device can also act as an energy bank and thus offer more functionality. This Horizon 3 concept looks and functions **completely different** from the current offering, but it addresses the same problem more efficiently, making it a suitable replacement for the traditional camping cooker.

Inspirational technologies



induction cookers



portable fuel cells



powerbanks

Camping cooking will be flameless and powered by renewable energy

People will want to bring their digital tools with them when they go camping



Fig16 :the long-term solution concept

Concepts

Balanced innovation portfolio

It may not be possible to immediately create your ambitious, groundbreaking product. However, taking smaller steps can make it achievable for your company to reach their objective while still making a profit in the process.

Short-term solutions are typically built using commercially available technologies and are often called *incremental or operational solutions*.

Medium-term solutions, on the other hand, often rely on technologies from an adjacent industry and require time and money to acquire the necessary knowledge and integrate it into a *new product offering*.

Finally, long-term solutions tend to be *disruptive*, using new technologies that make traditional offerings obsolete.

It is important to note that **all three solutions must be developed simultaneously**, although the time and resource investments differ, with 70% allocated to H1, 20% to H2, and 10% to H3. The horizon model is therefore useful for portfolio management and growth strategy, as it allows companies to map out their future plans in a concise manner.

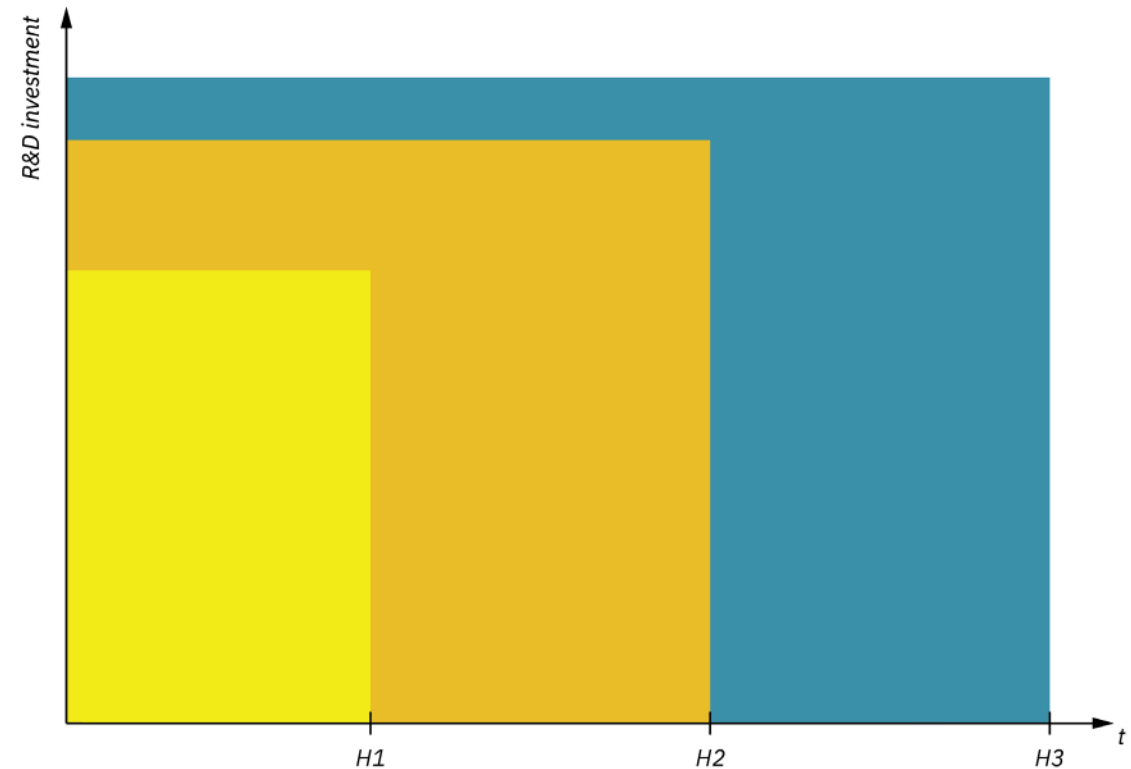


Fig 17 : 3 Horizon investment distribution



Who is your (future) competitor?

Diamond three

When it comes to competition and business success, it's not always the company that makes a similar product that is your real competitor. Often, it is the company that offers a *different* solution to the same problem that poses the greatest challenge.

About disruption

Know your competitors

Disruption or disruptive innovation can be defined as a process of introducing a very new type of solution or service that *creates new* markets or *intensively alters existing* markets.

Examples of this can be found in many industries, such as the emergence of Uber in the transportation sector and Airbnb in the hospitality sector. These companies were not related to the traditional industry, but they disrupted the sector by introducing new technologies and ideas that did not exist before. And who doesn't know the story of the collapse of Kodak, Blockbuster or Nokia?

So, remember that **disruptive innovation**, the kind that can put companies out of business in a matter of months, does not always come from known competitors or technologies.

To illustrate this, let's imagine what other companies might do in the field of camping.

All the companies on the right may not be considered direct competitors, but they all offer solutions for cooking and eating outdoors.



Weber Inc. is a traded American manufacturer of charcoal, gas, and electric outdoor grills with related accessories.



GoSun is an innovative company intent on serving the world with unparalleled solar appliance solutions.



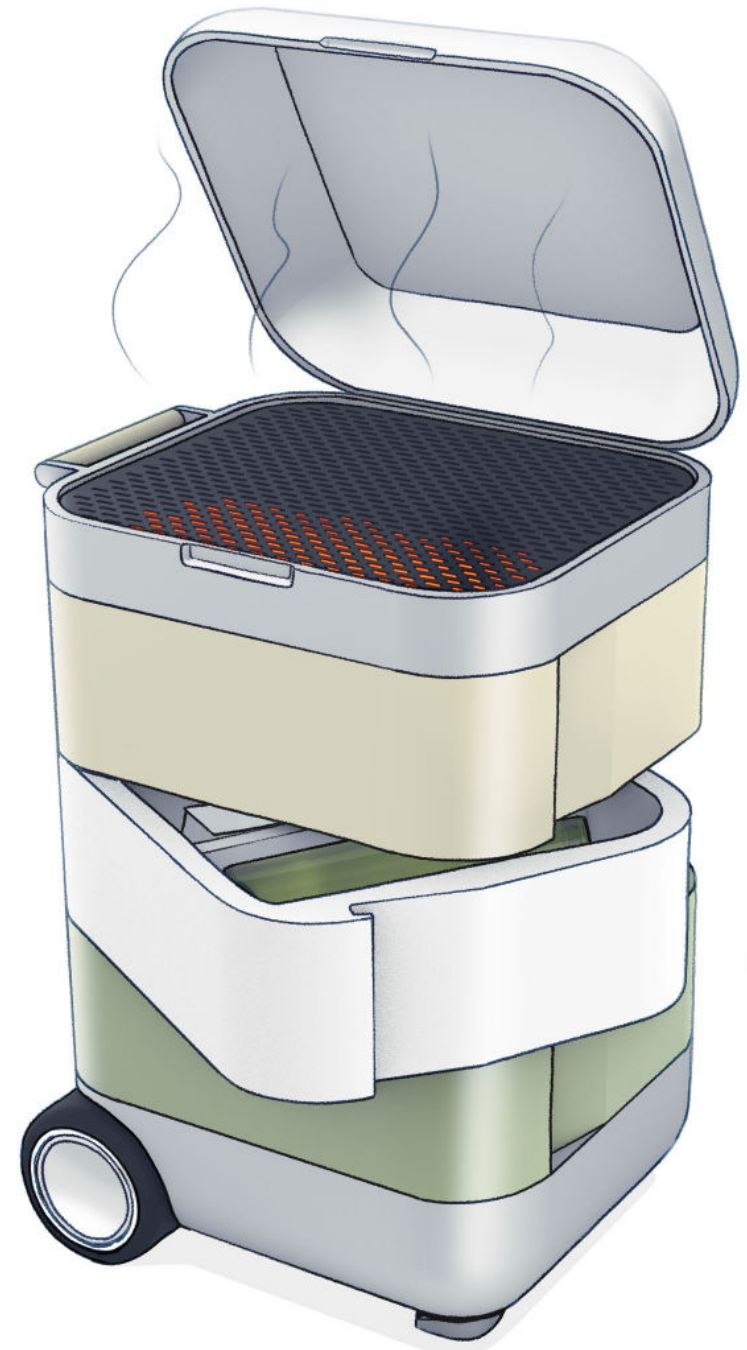
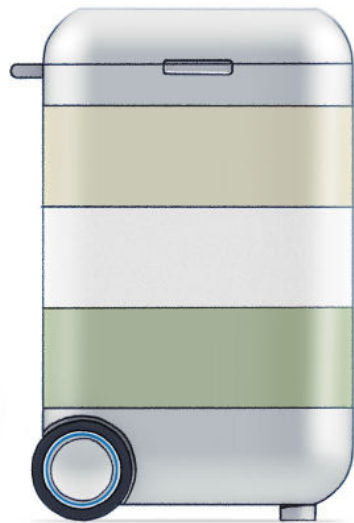
Come a casa is Terbeke's brand for fresh ready Mediterranean meals. It is market leader in the Belgian market for lasagne, pasta meals and pizzas.

Weber

Quality & convenient cooking anywhere

A new product offering from Weber, the barbecue manufacturer, could be a modular gas-powered barbecue. Easy to transport in the car and perfect for glamping. This barbecue can cook without flame thanks to a catalytic heating. It consists of modular elements such as a polystyrene cooling unit, a cutlery unit and another one to store all the other food. This solution capitalizes on Weber's core competence, namely the construction of barbecues. This solution takes into account the requirement of flameless cooking while introducing new features, thus offering increased **convenience and comfort** in camping and glamping.

We won't have to compromise our comfort & food while camping



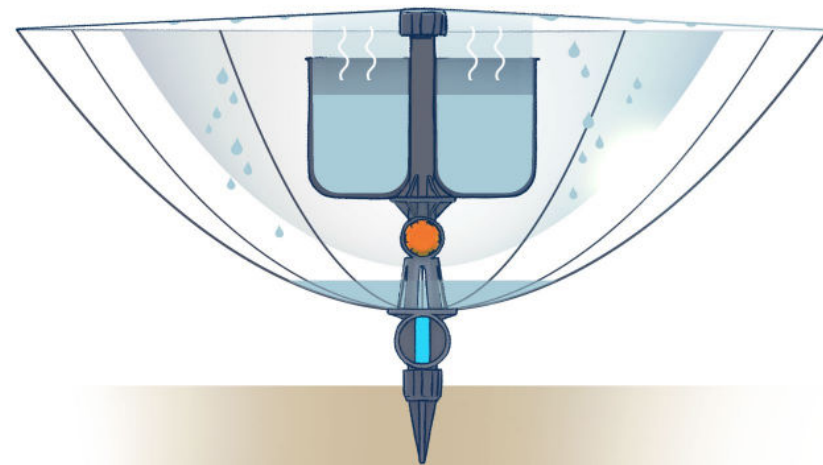
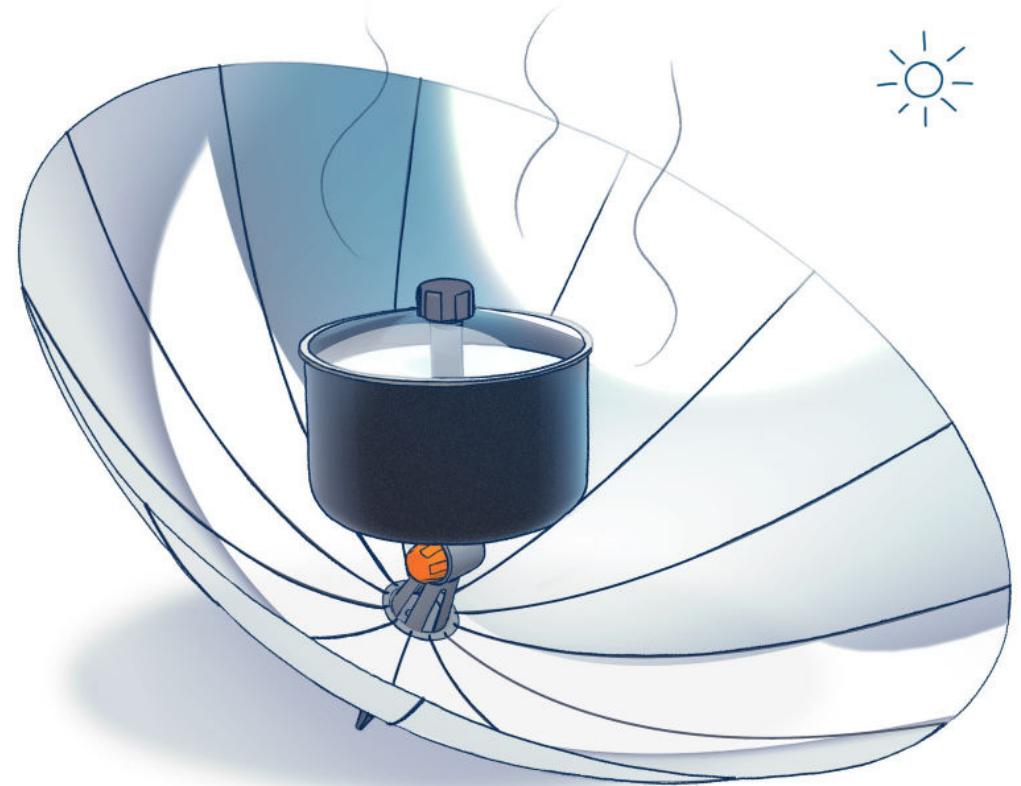
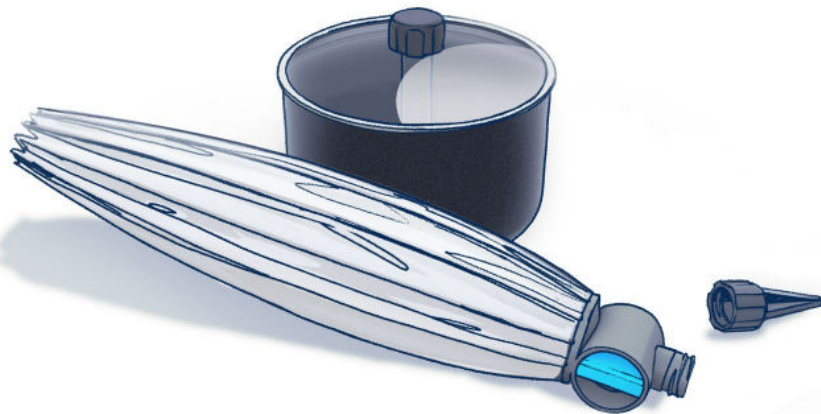
Gosun

Compact and multifunctional

The need for sustainable cooking solutions will only become more pressing

The proposed design solution for Gosun is a **solar cooking umbrella**, designed for outdoor enthusiasts who want to be self-sufficient. It is compact and very versatile. Once opened and installed, the parabolic mirror reflects and focuses sunlight. As a result, the infrared radiation on the pan will heat the content without the use of a flame.

In addition, the umbrella offers an extra *functionality* as a **solar distiller**. Simply fill the pot with polluted water, cover the umbrella with the included transparent cloth and let the sunlight heat the water inside the pot. The cloth will make vapor stay inside the umbrella, this vapor then condenses and is collected in the bottom of the umbrella, where it can be easily drained through the tap at the bottom.



Come a casa

Healthy comfort food anywhere

The proposed solution concept for "Come a Casa" consists of a prepared meal that is heated with a **heating pad**. Such heating pads are commonly used in winter sports to warm hands and gloves, and some of them can reach temperatures up to 60°C. Once depleted, the heating pad can be recharged by immersing it in hot water. The meal packaging is designed so that the heating pad is placed between the two halves of the bag, using an exothermic reaction to heat the meal.

This concept is suitable for short camping trips, or longer more adventurous hikes where luggage weight must be kept to a minimum. The product clearly meets the need for flameless cooking in the future camping context and is an ideal complement to Come a Casa's ready-to-heat meals. It offers a *healthy* and *tasty* hot meal with **minimal effort**.

We won't have to compromise our comfort & food while camping

People will want camping nutrition that is tailored to their individual needs & preferences





Futureproof solutions

What's next?

It's easy to fall in love with your own solution. Yet it can be misleading to think you solved the problem once and for all. Solutions never last forever. So, stay on the lookout.

Future proof?



Technological disruption

Once you have defined and outlined your solution concepts across the horizons and know your current and potential competitors, you can be confident that you are ready for the decade ahead. However, it's wise to stay on top of emerging technologies and service models that could potentially change the market and impact your business in the years ahead.

Predictions of the future can give us a general idea of what to expect, but it's important to remember that they are never 100% accurate. **Innovation is an ongoing and ever-changing process**, so it's essential to stay up to date with the drivers and enablers in your field to ensure you're not left behind and that your solutions remain relevant in the face of disruptive technologies.

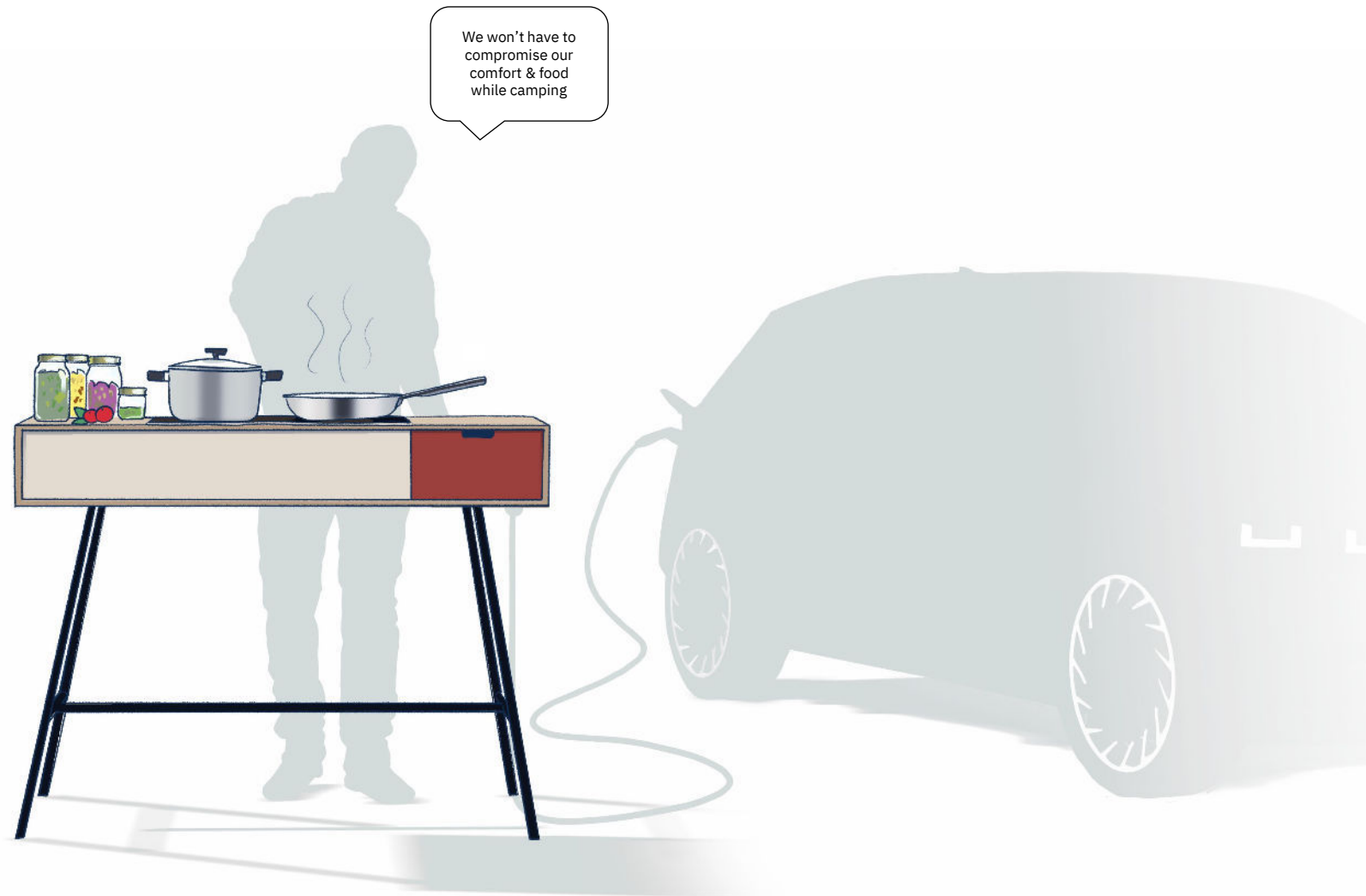
Here are 2 technological innovations that will most likely impact the camping kitchen.



Future proof ?

Car electrification

The electrification of cars will certainly impact the way we cook our food when we go camping. Some electric cars are already capable of powering electric appliances with their batteries. This technology has the potential to make camping trips more enjoyable by allowing people to carry **more powerful appliances**. This means they can cook a variety of foods such as pizza, steak and burgers on electric grills and hot plates, which are more efficient than open flame grills. In addition, portable refrigerators can be taken along for perishables, making camping trips much more convenient.



Note: It is evident that this technology poses a challenge to the proposed fuel cell Hydrogen concept. Therefore, the H3-concept should be tailored towards mobile camping, especially for those campers who do not have access to a car. This is another example of the broad range of potential competing technologies that could take away a piece of your market share.

Future proof ?

Drone delivery

What about drones? The disruptive new technology that once promised to deliver packages right to our doorstep.

Indicators tell us that this is not likely to happen in (sub)urban areas any time soon. However, drones have already been employed in rural areas, allowing faster transport of packages to remote villages and homes. So, it is not hard to imagine that soon, people will be able to subscribe to a service like *Deliveroo* and have a hot, freshly cooked meal delivered by drone while hiking or camping in a national park or mountain range. The meal will likely be cooked in a "black kitchen," centrally located in an area with many hiking routes and camping facilities.

This could be a game changer, for current and future camping cooking solutions. Offering a premium product with improved convenience.

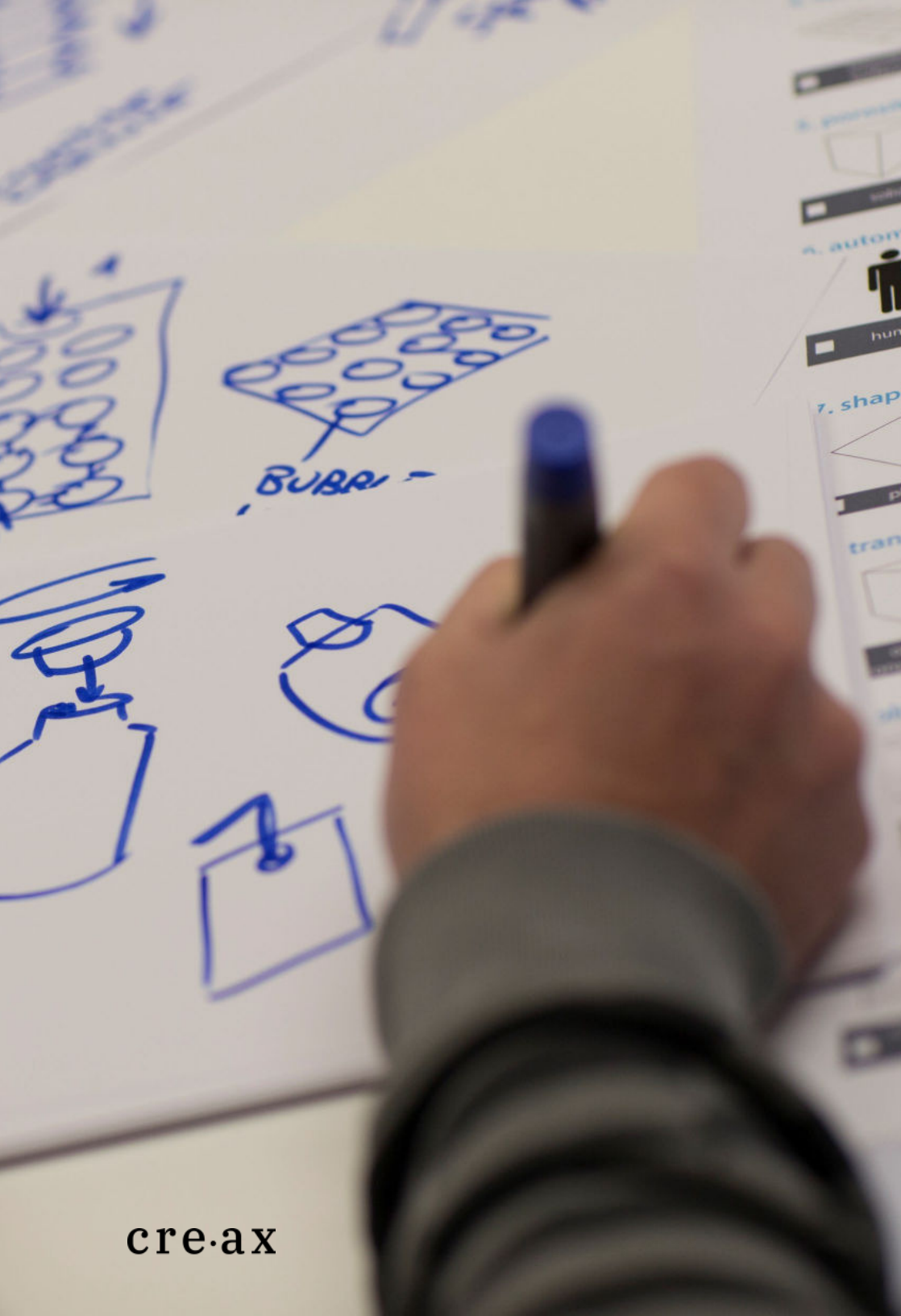


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Conclusion

3 Diamonds approach



Conclusion



You make the future

It should be clear by now that innovation is essential for any business to survive in today's rapidly changing competitive environment. To think ahead and envision a future in which your company can thrive. The three Diamonds approach can help you to create a product portfolio for the next decade by making educated guesses and taking calculated risks.

However, no one can predict the future. The future is not fixed, it is **made by the companies that have a vision and the courage** to see it through. With the right strategy and dedication to innovate, a company can ensure its long-term success and create the future it wants to happen.

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