



INSTITUUT VOOR BRILJANTE MISLUKKINGEN

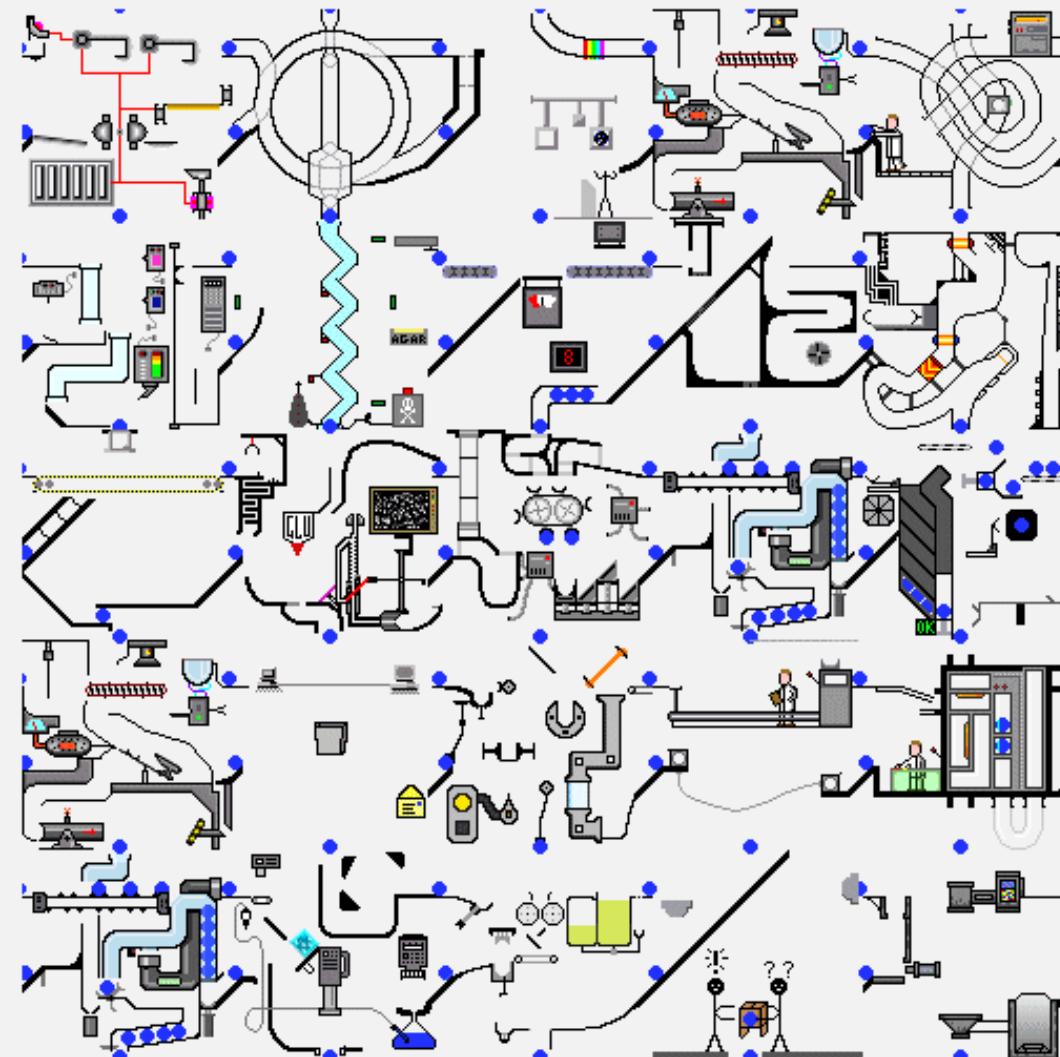
# Combinatorische Innovatie

If we knew what we are doing,  
we wouldn't call it innovation!

Prof. dr. Paul Louis Iske, Universiteit Maastricht  
Chief Failure Officer, Instituut voor Briljante Misluukkingen



# De wereld wordt steeds complexer



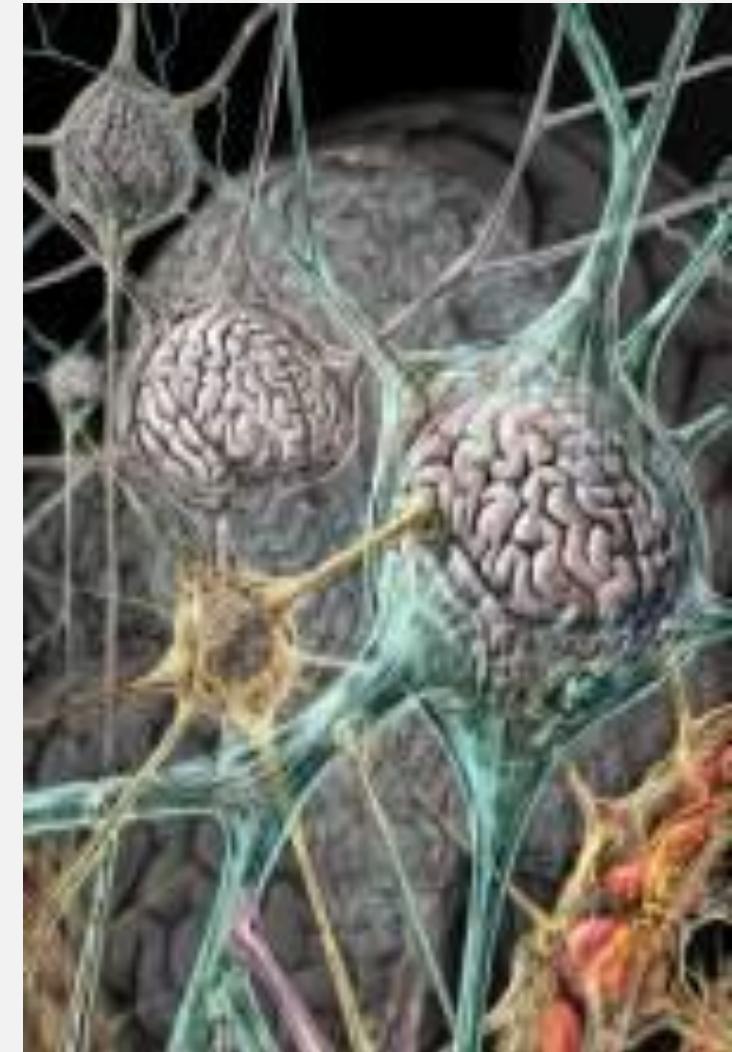
Dat vraagt om **Anders Denken**



# The Thinking Organization

**Just as neuron connections  
are essential to human  
intelligence:**

**People connections are  
essential to organizational  
intelligence.**





# Verschillende perspectieven



## APPLICATIONS &amp; SOLUTIONS

## Brokerage



## Exchanges



## Soft Wallets



## Hard Wallets



## Investments



## Merchants



## Compliance



## Trading Platforms



## Capital Markets



## Money Services



## Financial Data



## Trade Finance



## Payments



## Payroll &amp; Insurance



## ATMs



## Banks



## Services



## Software Development



## General APIs



## Special APIs



## Platforms



## Smart Contracts



## INFRASTRUCTURE &amp; BASE PROTOCOLS

## Public



## Special



## Payment

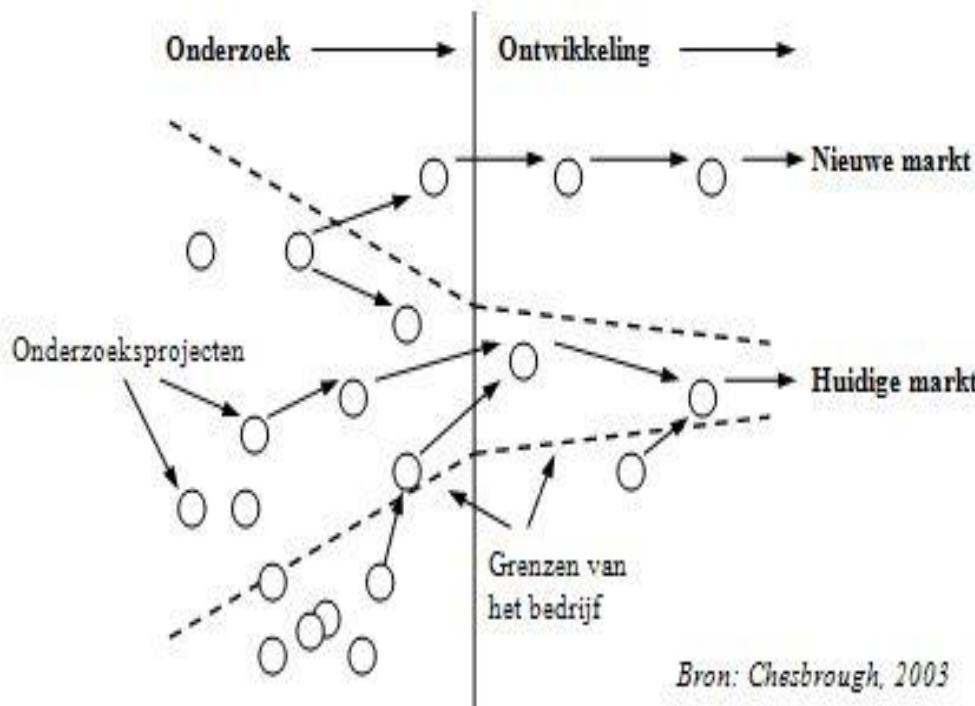


## Miners



# Gesloten en open innovatie

## Gesloten Innovatie



- 💡 Ideeën beperkt door wat in huis is
- 💡 Ontwikkelingen moeten passen in bestaand bedrijfsmodel
- 💡 IP wordt beschermd

## Open Innovatie

- 💡 Het bedrijf bezit slechts een deel van het benodigde talent
- 💡 Interne en externe kennis en ideeën smelten samen
- 💡 Spin in en spin out



# Combinatorische Innovatie

ECP

**Combinatorische Innovatie is een proces waarbij nieuwe vormen van waardecreatie worden ontdekt door het combineren en toepassen van kennis uit omgevingen die voordien niet met elkaar verbonden waren.**

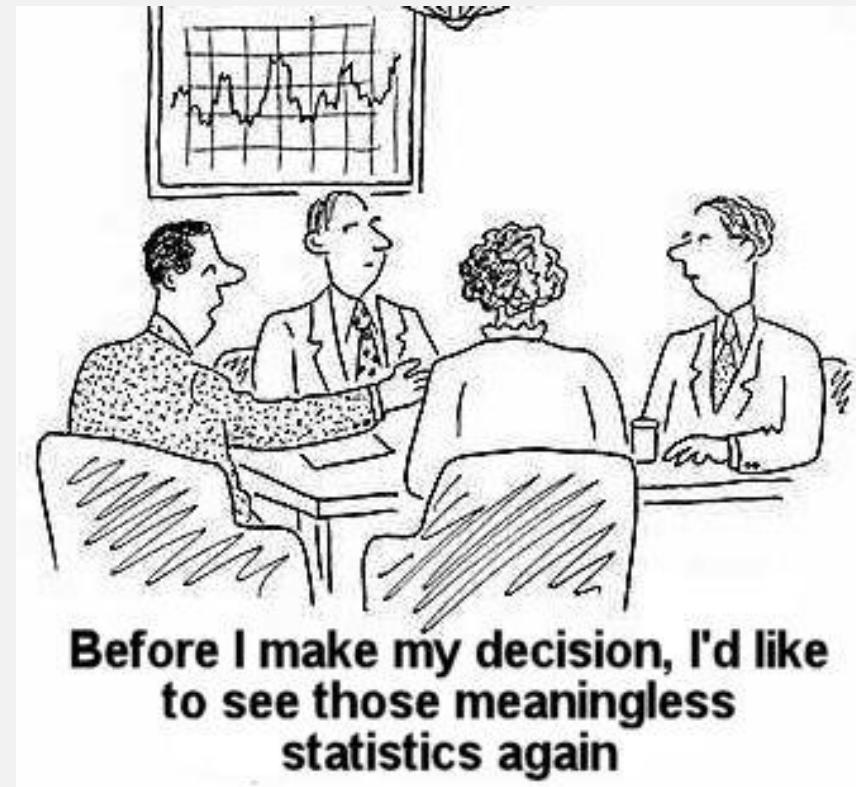
Netwerk van  
*Serendipiteit*





# Business Case

Een business case is  
een verzameling  
leugens die ervoor  
zorgt dat het  
Management besluit  
wat wij willen dat  
zij besluiten....





In theory there's no difference between theory and practice  
But in Practice there is difference between practice and theory

At Business schools, incubators, start-up programs, etc. we learn the skills to start-up a company, but...

**More than 90% of start-ups fail!**

**Who is teaching how to start-down?**



# How to prepare Entrepreneurs?





# Don't destroy Entrepreneurial Capital!



**Start-up**

Knowledge  
from theory  
+ learning  
while doing

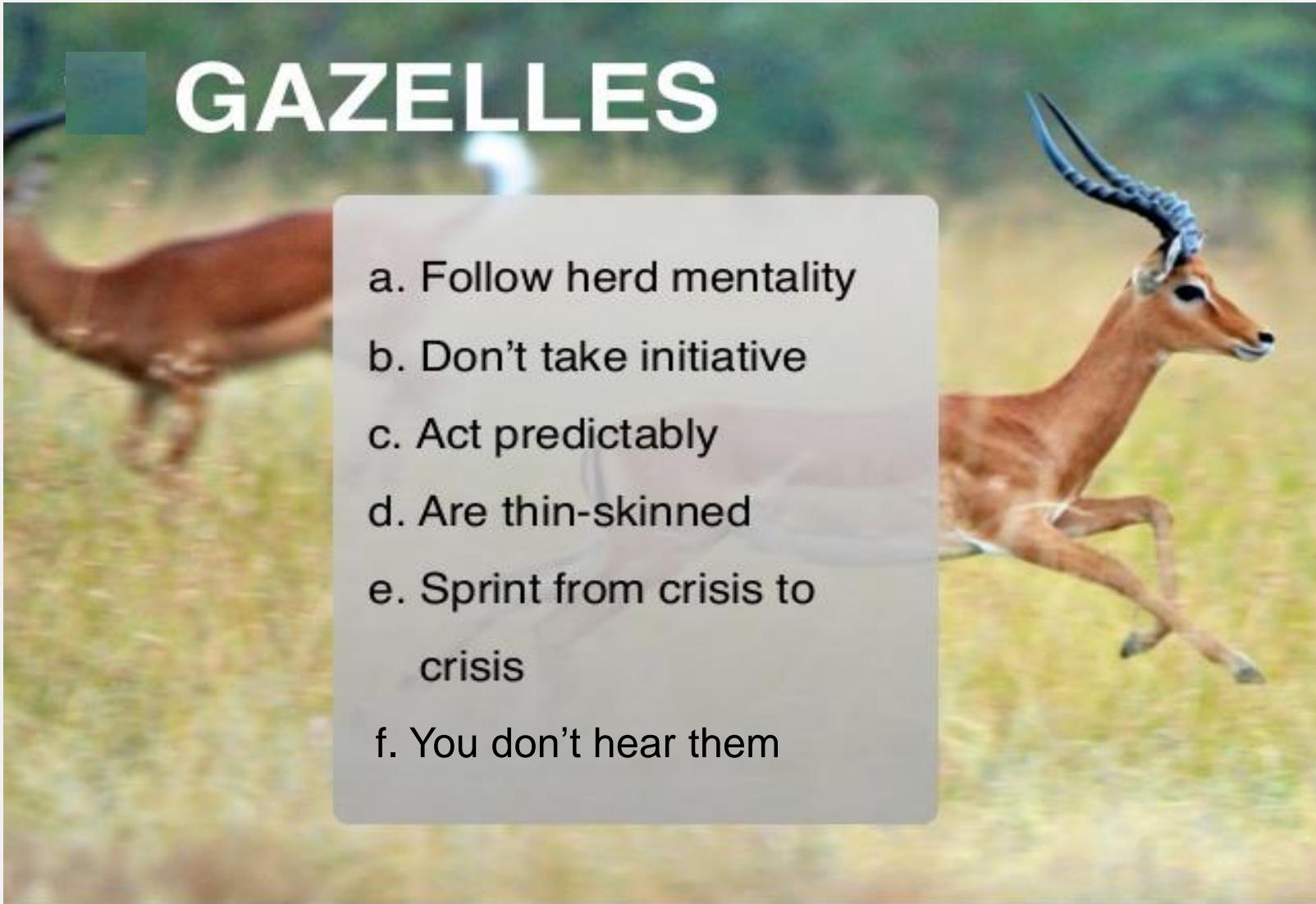
**Start-down**

Knowledge  
from practice

**Second Chance**

Knowledge from  
theory + practice  
+ learning while  
doing

# Wie wil deze prijs winnen?

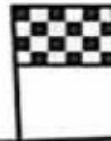




# Expeditie

ECP

Your plan



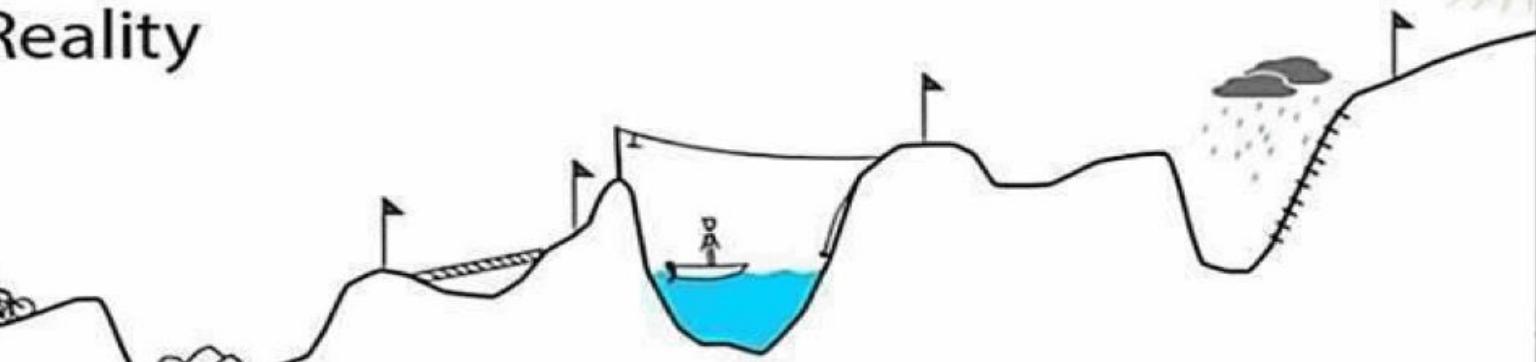


# Expeditie

Your plan



Reality





**“If we knew what we are doing,  
we wouldn’t call it research”**



**“If we knew what we are doing,  
we wouldn’t call it Innovation”**

**Serendipity as key process**



Serendipiteit is het vermogen om  
toevallig iets belangrijks te ontdekken





# Serendipiteit is het vermogen om toevallig iets belangrijks te ontdekken

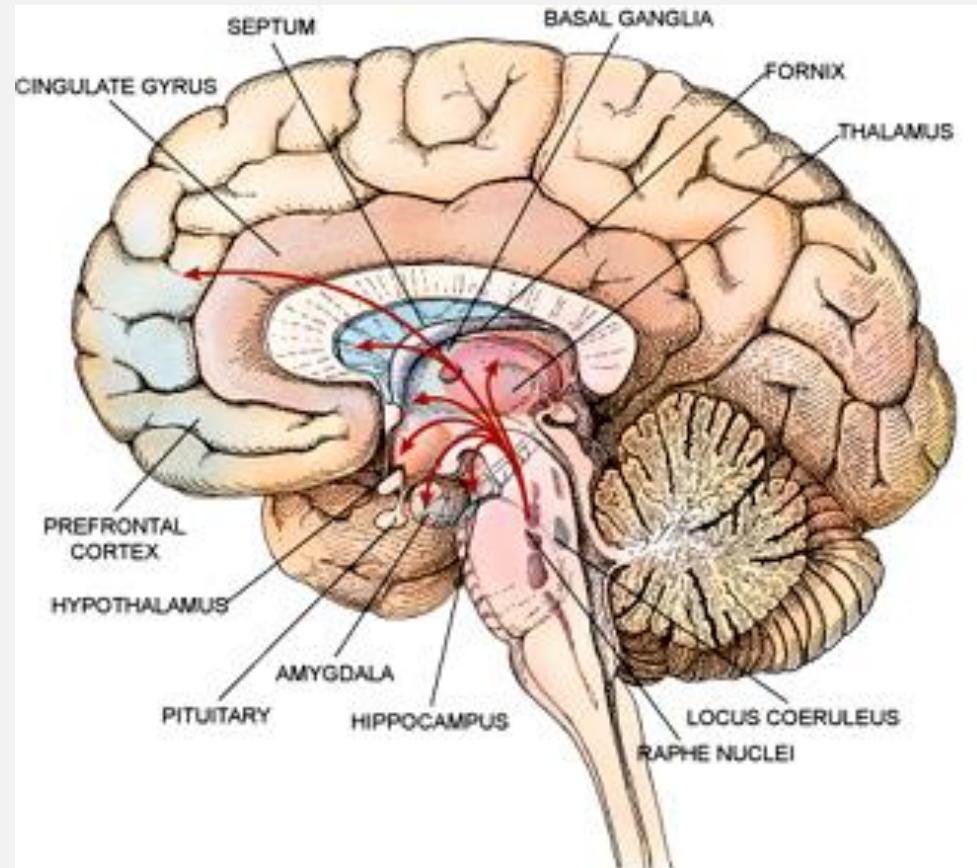




# Top 10 redenen voor Angst (USA)

ECP

1. Terrorist attacks
2. Spiders
3. Death
4. Failure
5. War
6. Heights
7. Crime/Violence
8. Being alone
9. The future
10. Nuclear war





ECP

# Mutaties & Verrassingen



ALLVOICES

Success →  
Failure →



JOHANNES HAUSHOFER  
CV OF FAILURES

Most of what I try fails, but these failures are often invisible, while the successes are visible. I have noticed that this sometimes gives others the impression that most things work out for me. As a result, they are more likely to attribute their own failures to themselves, rather than the fact that the world is stochastic, applications are crapshoots, and selection committees and referees have bad days. This CV of Failures is an attempt to balance the record and provide some perspective.

**This idea is not mine**, but due to a wonderful article in *Nature* by **Melanie I. Stefan**, who is a Lecturer in the School of Biomedical Sciences at the University of Edinburgh. You can find her original article here, her website here, her publications here, and follow her on Twitter under @MelanieIStefan.

**I am also not the first academic to post their CV of failures.** Earlier examples are here, here, here, and here.

This CV is unlikely to be complete – it was written from memory and probably omits a lot of stuff. So if it's shorter than yours, it's likely because you have better memory, or because you're better at trying things than me.

**Degree programs I did not get into**

- |      |   |
|------|---|
| 2008 | PhD Program in Economics, Stockholm School of Economics   |
| 2003 | Graduate Course in Medicine, Cambridge University<br>Graduate Course in Medicine, UCL<br>PhD Program in Psychology, Harvard University<br>PhD Program in Neuroscience and Psychology, Stanford University |
| 1999 | BA in International Relations, London School of Economics   |

**Academic positions and fellowships I did not get**

- |      |  |
|------|--|
| 2014 | Harvard Kennedy School Assistant Professorship<br>UC Berkeley Agricultural and Resource Economics Assistant Professorship<br>MIT Brain & Cognitive Sciences Assistant Professorship<br>This list is restricted to institutions where I had campus visits; the list of places where I had first-round interviews but wasn't invited for a campus visit, and where I wasn't invited to interview in the first place, is much longer and I will write it up when I get a chance. The list also shrouds the fact that I didn't apply to most of the top economics departments (Harvard, MIT, Yale, Stanford, Princeton, Chicago, Berkeley, LSE) because one of my advisors felt they could not write a strong letter for them. |
|------|--|

**Awards and scholarships I did not get**

- |      |   |
|------|---|
| 2011 | Swiss Network for International Studies PhD Award   |
| 2010 | Society of Fellows, Harvard University<br>Society in Science Scholarship<br>University of Zurich Research Scholarship |

- |      |  |
|------|--|
| 2009 | Human Frontiers Fellowship   |
| 2007 | Mind-Brain-Behavior Award (Harvard University)                                 |
| 2006 | Mind-Brain-Behavior Award (Harvard University)                                 |
| 2003 | Fulbright Scholarship<br>Haniel Scholarship (German National Merit Foundation) |

**Paper rejections from academic journals**

- |      |  |
|------|--|
| 2016 | QJE, Experimental Economics  |
| 2015 | AER x 2  |
| 2013 | PNAS, Experimental Economics, Science, Neuron                                    |
| 2009 | AER  |
| 2008 | Science, Neuron, Nature Neuroscience, Journal of Neuroscience, Journal of Vision |

**Research funding I did not get**

- |      |   |
|------|---|
| 2016 | MQ Mental Health Research Grant   |
| 2015 | Russell Sage Research Grant (two separate ones)   |
| 2013 | National Science Foundation Research Grant  |
| 2010 | University of Zurich Research Grant<br>Swiss National Science Foundation Research Grant             |
| 2009 | Financial Innovation Grant<br>International Labor Organization Research Grant<br>3ie Research Grant |

**Meta-Failures**

- |      |   |
|------|---|
| 2016 | This darn CV of Failures has received way more attention than my entire body of academic work |
|------|---|



# Fast Learning

Pace of learning exceeds **the rate of change:**

$$L > C$$

Trial and error is sometimes the only way forward!  
Reflection is an important mechanism for learning.



# FAILURES

***FAIL = First Attempt In Learning***

**“Sometimes You Win, Sometimes You Learn”**

[The Institute](#)[Brilliant Failures](#)[News](#)[Contact](#)

# INSTITUTE OF BRILLIANT FAILURES

## MOST RECENT:

[YACHT](#)

Failure Added: 25-05-2009

category: Business

[View](#)

Viewed: 2925 times

 [Vote for this Brilliant Failure](#)

In the 2nd half of the 1990s Randstad Holding set a goal of taking a strategic position in The War for Talent.

 [Read More](#)[Publish a Brilliant Failure](#)[Categories](#)

The institute for Brilliant Failures believes that failing is especially useful when others can learn from it. We therefore invite you to share your brilliant failures with the visitors of this site.

 [Read more](#)

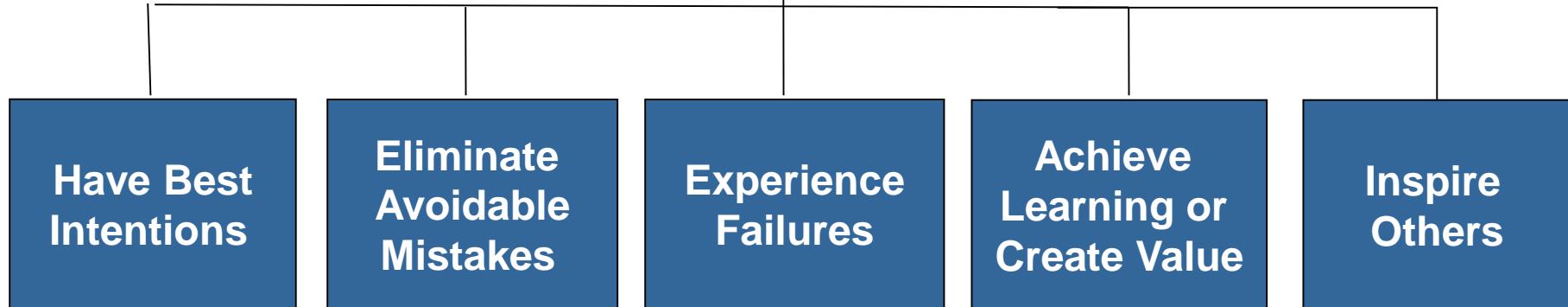
- History
- Art
- Society
- Personal
- Sports
- Technology
- Food
- Science
- Business

# Brilliant Failures



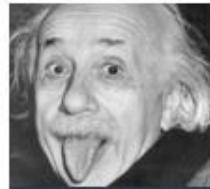
INSTITUUT VOOR BRILJANTE MISLUKKINGEN  
FAILURE IS AN OPTION

## Criteria for Brilliant Failures



[Het Instituut](#)[Briljante Mislukkingen](#)[Nieuws](#)[Contact](#)

# INSTITUUT VOOR BRILJANTE MISLUKKINGEN

**VIAGRA****BEKIJK OOK IN DEZE CATEGORIE**[Bekijken](#)

Einstens Grootste Blunder

[Bekijken](#)

Ether feesten en de ontdekking van anesthesie

[Bekijken](#)

19de eeuwse foto's van de kosmos?

[Bekijken](#)

Infrrood straling

[Bekijken](#)

Viagra

Mislukking toegevoegd 10-10-2007

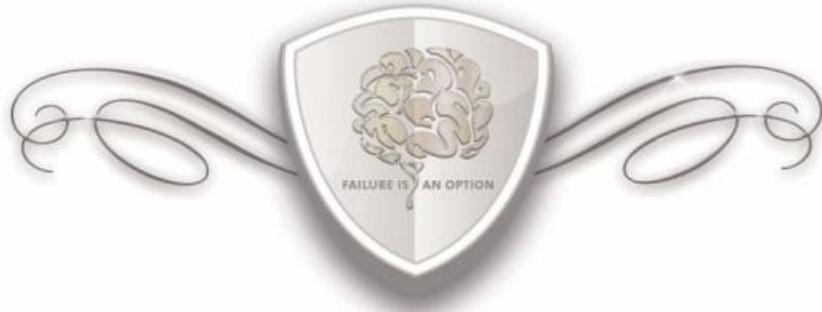
Aantal keer bekeken 6410 keer

Categorie: Wetenschap

Waardering: ★★★★★

## COMMENTAAR / REACTIES

Plaats hier je reactie op artikel: Viagra



## INSTITUUT VOOR BRILJANTE MISLUKKINGEN

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### Titel : Mislukte schoonmaak Golf van Mexico



De intentie:

Men wilde door toevoegen van bepaalde chemicaliën de olie die in de Golf van Mexico terechtgekomen was als gevolg van het BP-ongeluk, verdelen in kleine druppeltjes, waardoor de afbraak sneller zou plaatsvinden.

De aanpak:

In 2010 zijn er met de beste bedoelingen chemicaliën in zee gegooid. De theorie voorspelde dat de chemicaliën, dispergeermiddelen die de massieve stroom olie moest verdelen in kleine druppeltjes, de biologische afbraak van de olie zouden versnellen.

PUBLICEER HIER JE  
BRILJANTE MISLUKKING

#### Twitter Updates

Er zijn nog geen reacties.

#### Plaats een Reactie

Name (Required)

Mail (will not be published) (Required)

Website



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 Zoeken 

Gezondheidszorg

In het verleden behaalde resultaten – Winnaar  
Award Zorg 2014



PUBLICER HIER JE  
BRILJANTE MISLUKKING

### Twitter Updates

Er zijn nog geen reacties.

### Plaats een Reactie

Name (Required)

Mail (will not be published) (Required)

Website



# Voorstel:



## Award

voor de meest waardevolle leerervaring  
in Blockchain innovatie...



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