

## Innovation Challenges in a Large Energy Company

*How did we get here, and where do we go now?*

Since the mid-1990s Shell GameChanger has been bringing the practices of Silicon Valley into Shell. Key breakthroughs, worth billions today, had their origin in GameChanger. GameChanger operates at the very front-end, exploratory part of the Discover – Develop – Demonstrate – Deploy funnel model. This part of the funnel is about the identification and stimulation of novel ideas, strategies and solutions through the use of strictly open behaviors. It is about search, discovery, experimentation, risk taking and collaboration. Some of these ideas even become palatable for further development and ultimately deployment by the Shell organization at large.

The GameChanger journey has not been a smooth ride. GameChangers Henk Mooiwer and Hans Haringa will share how the practice managed to counterbalance the inevitable pull towards readily demonstrable business benefit, cultural conformity, predictability and control.

Henk and Hans will also share some of our radical new thoughts around future proofing the practice against the backdrop of an increasingly democratized world of innovation. A world where who is innovating, what is being innovated and how people are innovating is continuously changing in exponential ways. A world where progressive scenes like ASU could play a key role.



- *seek unproven energy-related ideas that have the potential to drastically impact the future*
- *listen to any innovator with drastic ideas, especially when they are unproven and different*
- *cooperate with innovators to prove the viability of their ideas quickly and affordably*



### Hans Haringa, GameChanger

Shell Projects and Technology

Hans is a petroleum engineer with some 31+ years on the "Shell clock." During this period he has held a range of diverse roles in a number of countries, from some that were "very technical" to others that were very "non-technical".

He believes that "it is better to know some of the questions than all of the answers", as American author, cartoonist and humorist James Thurber said. He subscribes to the Jedi Master Yoda way-of-living: "Do, or do not. There is no try."

*"It is the framework which changes with each new technology and not just the picture within the frame." - Marshall McLuhan*

### Henk Mooiweer, GameChanger

Shell Projects and Technology

Henk has 23 years of Shell experience, with a robust R&D and innovation background and strong commercial skills in business development and strategy of alternative energy businesses.

He successfully managed the development of multiple complex business opportunities and many, often unconventional, external partnerships. Henk thrives in a hectic environment where passionate people, unusual ideas, innovation challenges and uncertainty benefit from creative and pragmatic approaches. As CTO of a start-up company he got a taste of the real world.

