

PG. **05** — THE VALTECH  
INNOVATION  
FRAMEWORK

PG. **15** — EXPERIMENTING  
WITH CONNECTED  
SPACES

# valtech\_mag

50V  
60V  
INNOVATION

change / upheaval / transformation / revolution



# A SHORT HISTORY OF VALTECH AND DIGITAL INNO- VATION

## Digital driven innovation.

---

You don't have to be a black belt consultant to see that AI, IoT or blockchain technology will reshape our lives and our businesses. Nobody questions the urgency for Digital Transformation. But getting new sh\*t done is hard. How do you organize for constant, sustainable and disruptive innovation? At Valtech, we have been working in the trenches of digital innovation for more than two decades now. We have vast experience to bring to the table that we like to share. However, we need to be humble while doing so, as we still have so much to learn and develop. So, don't expect to find all the answers while you take a look at our innovation kitchen.

Being a digital agency for 25 years, innovation is part of our DNA. From creating the first business websites in the late 90s, being part of the Agile manifesto

movement, to transferring our services from web to app... Today, more and more of our work is beyond the browser or mobile phone. We are working on connected cars, producing AR/VR for the largest retail stores in the world and running large data science projects all over the globe.

But we see a shift in client demand. Until a couple of years ago, most digital projects were focused on "getting the basics in order": building content and commerce platforms that enabled the existing customer journey across multiple touchpoints. The first wave of digital innovation bridged an important experience gap: from a broken journey to a seamless one. But often the customer journey was still the same and even the business model behind it, only it was digitized.

If the first wave of digital transformation was about digitizing business as usual, the second wave is about disrupting that business as usual. It's about gaining competitive advantages by unfolding human problems of higher order and utilizing emerging digital technology to address them. That's the theme you'll find as you read through these articles about innovation — developing solutions and products for a mature market that is open and ready to adopt new technologies. Are you there yet? ■

---

## Nobody questions the urgency for Digital Transformation. But getting new sh\*t done is hard.

---



**Freek Bijl**  
Chief Strategy Officer  
Valtech Group



## 01 ARTICLES

PG. 05–08

*The Valtech Innovation Framework*

PG. 11–14

*Vision & Strategy in a Changing World*

*Mattias Malmer / European Marketing Director  
Katharina Borgenstierna / Strategic Planning Director  
Valtech Sweden*

PG. 15–18

*Experimenting With Connected Spaces*

PG. 19–22

*Which Trends Excite You the Most?*

*Stefan Harzevoort / Strategist  
Valtech Netherlands*

PG. 25–28

*Learning Customer Experience  
Excellence From Decathlon*

PG. 29–30

*The Importance of Resilience When  
Implementing Innovative Ideas*

*Kathy Brown*

PG. 33–34

*Smart Bin: Disrupting  
the Waste Management Industry*

PG. 35–38

*Automotive Innovation:  
From Hunks of Metal to  
Digital Platforms*

PG. 41–42

*Alexa, My Love*

*Romain Chataigner / Strategist  
Valtech France*

PG. 45–46

*TOK Makes Reserving  
Conference Rooms a Snap*

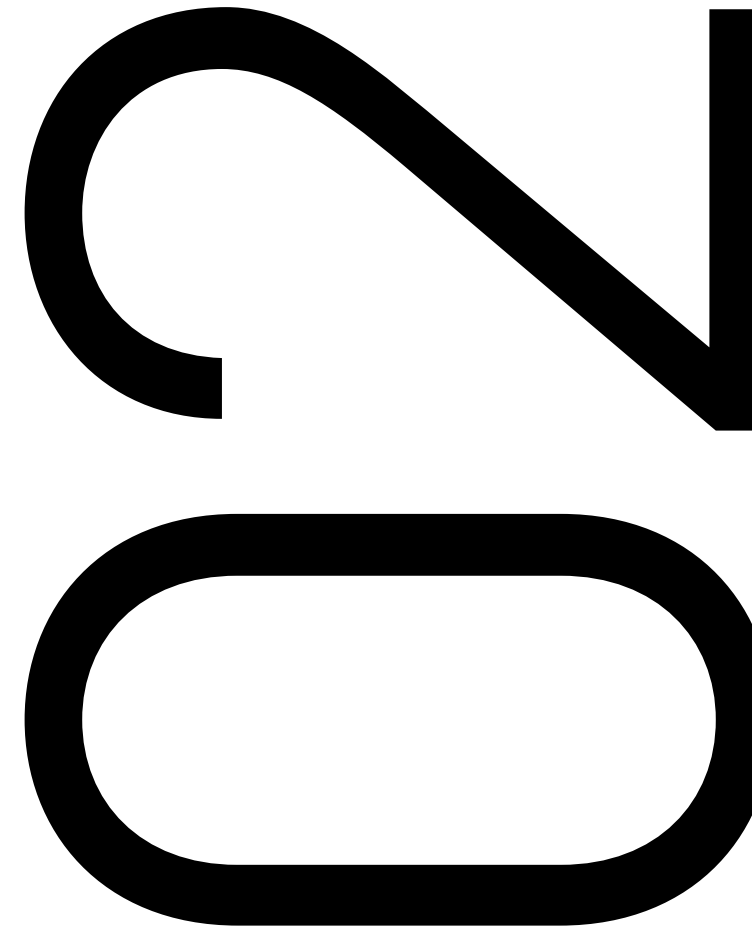
PG. 47–50

*Retail Trends*

PG. 53–54

*This is Not the Time  
for Innovation*

*Pascal Malotti / Consulting &  
Marketing Director  
Valtech France*



PG. 39–40

*Designing With Freedom*  
*Talitha Kostwinder / UX Designer  
Valtech Netherlands*

PG. 43–44

*Streams of Innovation*  
*Damien Lefebvre / EVP  
North America*

PG. 51–52

*Offline Online Symmetry*  
*James Noblitt  
Sr. Vice President & Managing Director  
Valtech Dallas*

## 02 FACES OF INNOVATION

PG. 09–10

*Shifting From Can to Should*

*Mark Assies / Sr. UX Designer  
Valtech Netherlands*

PG. 23–24

*Drive This Way*  
*Robin Helly / Developer  
Valtech Sweden*







**THE  
VALTECH**

## BEYOND “BUSINESS AS USUAL”

Most organizations are designed around a specific customer need with a given set of processes and technology. Improvement happens at a steady pace between that boundary of the customer's need and existing technology. But both human needs and technology evolve. Everyone acknowledges that fact. And yet, we are so busy with improving business as usual that no new innovative babies are born.



# INNOVATION FRAMEWORK



Our experience in driving digital innovation has led us to create our Innovation Framework. The main reason is that we believe creativity can only exist when there are very strict boundaries. Without time, technology, funding, deadlines, teams and clients, nothing will happen. Our Innovation Framework is based on the following insights and beliefs:

- Everybody in the company should be able to come up with ideas and participate in innovation projects.
- Innovation must always be connected to clients and their roadmap.
- Fun and freedom are as important as facts and failure.



# THE FOUR PHASES

Our Innovation Framework consists of 4 distinct phases. For all phases, we have created tools to help teams innovate.

1

## CASING

This phase is about finding good ideas by combining empathy with technology. If you’ve found a good idea, you must be able to draw it or describe it in a couple of sentences. You should also be able to give some examples of user cases. And you should think about how to create a prototype. We have created a very lightweight canvas to help people deal with complexity.

2

## PROTOTYPING

During the prototype phase, you have to prove:

- Feasability** (can it be made?)
- Viability** (can it be sold?)
- Usability** (will it be used?)

Prototyping happens in multiple iterations. It starts with mockups and duct-taped technical proof of concepts and it matures to high fidelity prototypes that can be tested with end users in a real-life environment.

3

## PILOT PROJECT

The purpose of a pilot project (also known as proof of concept) is to find the product–market fit by trying out the idea in a production environment. Real customers, real data, real business.

4

## SCALE

Once the pilot project has proven that there is real user and business value and a business case, we can scale.

The innovation budget is linked to the different phases. After each phase, there is a go/no-go decision. At the beginning of the innovation process, the only rule to proceed is that you consult knowledgeable colleagues or clients and use their feedback to improve the idea. The moment you have a good idea, a first prototype as well as feedback that proves potential, we have a funding model to accelerate further development. This means a serious budget, project management, team, etcetera.

### YOU ARE INVITED

Visit one of our innovation studios in a city near you. If you happen to be in New York, Utrecht, Paris, Stockholm, Amersfoort or Montreal, email us at [hello@valtech.com](mailto:hello@valtech.com) and we’ll introduce you to spaces that show our latest innovations and function as workshop environment to help you accelerate innovation.

[Go to page 15 to experience these innovative spaces.](#)

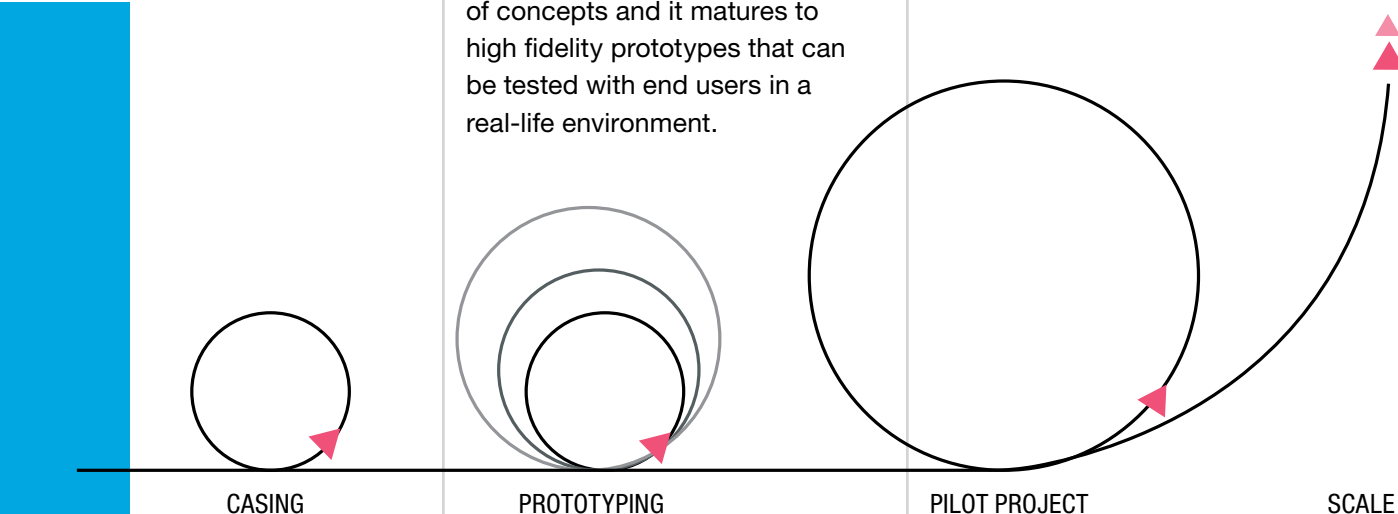
## A FOCUSED APPROACH

We believe we can only be successful in innovation if we focus on a couple of themes and industries. Currently, we focus on the following trends:

- No interface:** This trend represents the emergence of alternative channels of engagement beyond a screen (e.g. through voice, touch and movement). By 2020, Gartner predicts that 30% of web browsing will be done without a screen.
- Connected products and experiences:** By 2020, we will have more than 20 billion connected devices. This creates endless new possibilities for connected services and retail experiences.
- Machine learning:** Processing large amounts of data makes it possible to act on user intent in real time. With that, we are able to engineer personalized and unique experiences.

The Valtech Innovation Framework is a structured process that addresses emerging technology and evolving human needs enables us to disrupt “business as usual” and introduce innovations. Or, as Clayton Christensen calls it: sustainable innovation. Innovation that improves business. ■

CREATIVITY  
CAN ONLY EXIST  
WHEN THERE  
ARE VERY STRICT  
BOUNDARIES







FACES OF INNOVATION

# SHIFTING from *can* to *should*

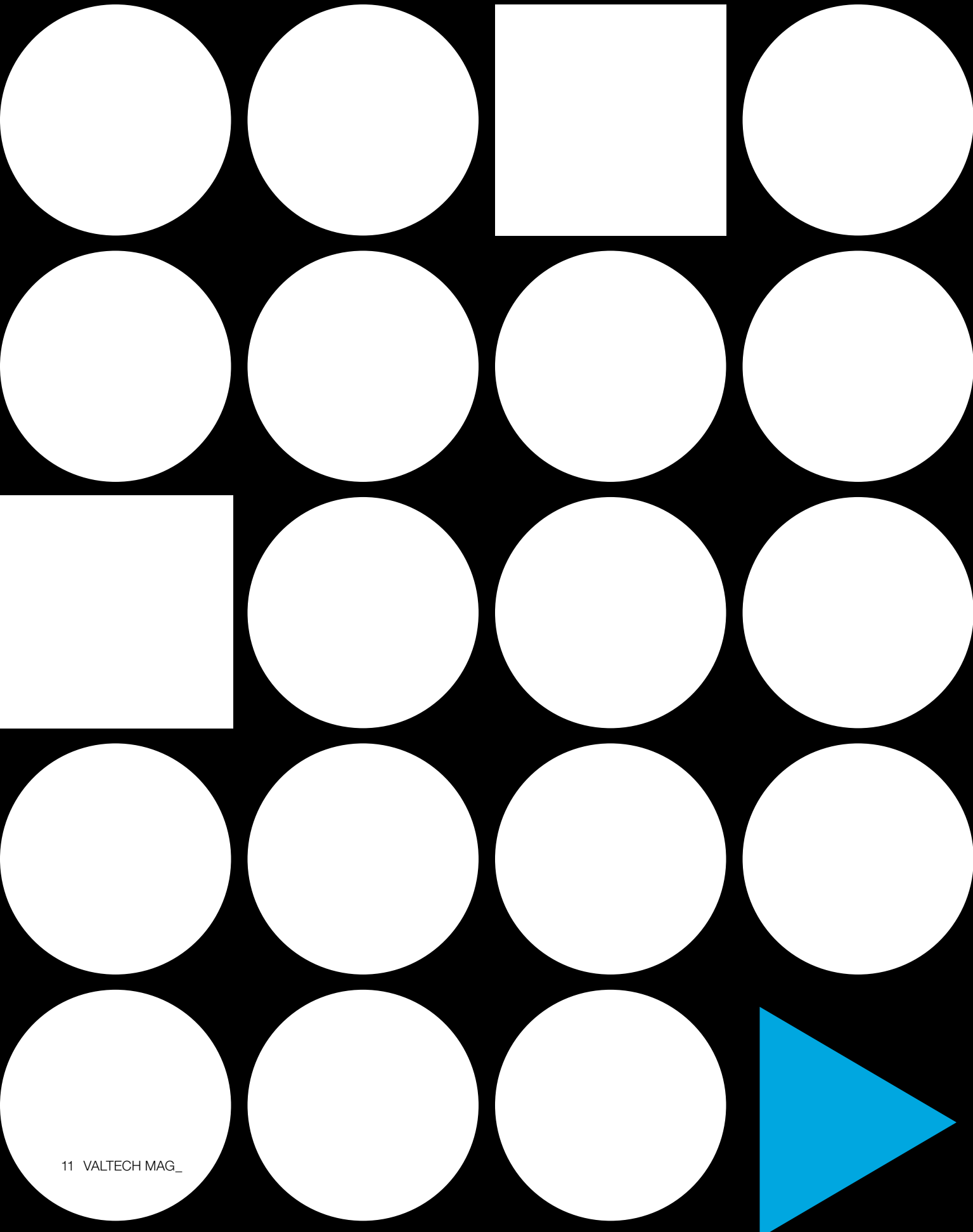
We live in a time where technology moves at an incredible pace. One development that I find particularly fascinating is the technology that drives the Internet of Things, enabling the convergence of digital and physical worlds. In 2012, I had the honor of contributing to the successful launch of the Philips Hue connected light proposition in Apple stores worldwide. I witnessed the enormous value that can be created by adding connectivity to a commoditized product - in that case, an ordinary light bulb. Being a heavy user myself, I saw how this innovation changed the meaning of light in the lives of people.

Having worked in innovation consultancy for over a decade, I learned that new technology doesn't necessarily result in innovation. Still, too often technology is utilized in ways that don't bring meaningful change for people and businesses. So while technology is very apt at answering the question what can be done, I believe we need design thinking and creativity to help answer the question what things should be done. ■

---

**MARK ASSIES**  
SR. UX DESIGNER  
VALTECH NETHERLANDS





# VISION & STRATEGY IN A CHANGING WORLD

By Mattias Malmer / European Marketing Director & Katharina Borgenstierna / Strategic Planning Director Valtech Sweden

In November 2017, at our first business co\_lab, change leaders serving in various roles from various industries met to discuss their vision in working strategically in a rapidly-changing world and how to increase the pace of innovation. As you can imagine, there was a wealth of experience and knowledge shared. This article is a summary of what was discussed, with actionable advice.

In order to meet customer needs rapidly, it is important to have the courage to give people mandates and to unleash the power of self-determination and self-organizing teams. This has a lot to do with company culture, your vision, your values, your goals, your strategies. To succeed in really any effort, but especially in business, it is important to unite around a clear vision or set of values that serves as a frame or points the way ahead. The vision needs to be suffused by a higher purpose, making it meaningful for everyone along for the ride.

## So what makes for a good vision?

### A VISION SHOULD:

- Be something people can unite around
- Motivate and challenge the team, but not be unattainable
- Contain value for the organization’s customers
- Provide direction for everyday decisions
- Include key values, or a higher purpose
- Provide latitude for co-creation
- Be sufficiently broadly formulated that it does not need to be changed all too often
- Be simple, short and clear

And what about values? Those are the things that are important to you or what you believe. Values frequently turn out to be more important than vision as a decision governance tool and as a compass in day-to-day work.



Who should participate in the strategy work?

Once the vision and values are clear, it's time to assemble the strategy team. Management must take responsibility for the strategy work. Things easily devolve into chaos if no responsibility is designated. Management includes the CTO, heads of strategy, owners, product managers, marketing managers. Identify all the stakeholders and bring them along. Include those who are passionate, who can discern trends. Breakup silos with mixed groups that are closer to the customer at various levels of the company. Those who are closest to the customer understand the customer and have insights that should be harnessed in the strategy work. Cross-hierarchies, cross-competence and diversity are crucial in creating a strategy that is effective on the ground.

Strategic Guidelines from the business co\_lab

There's no one-size-fits-all strategy, so each strategic plan developed needs to be based on the particular goals for a project. Think of any strategy as living and dynamic, and never be afraid to make adjustments. In fact, you should plan to tweak or even overhaul your strategy, if that's what it needs. The aim is not to be right or perfect but to accomplish your goal. To that end, we have jotted down some guidelines that we have found to be helpful in our 25 years of strategy work:

- 01 Work with tighter frequencies, and use an iterative approach based on learning.
- 02 Try to set goals that will be sustainable over time, but be prepared to rethink how to get there.
- 03 Keep track of your data; make it available and transparent.
- 04 Make sure analysts from various departments share with and learn from one another.
- 05 Decision-makers need to have access to the right material (input data) and understand it in order to be able to conduct a structured discussion and make the right decision.

06 Systematize business intelligence — conduct business intelligence all the time. One way to challenge yourself and your thinking is to “shadow” other industries, and break insights down into actions.

07 As a management team, show that it is OK to fail.

08 Communication/ongoing conversation with employees is everything. They need to know the strategy and understand it. This becomes all the more important for companies in stressful situations. “Communicate, communicate, communicate,” as someone put it.

09 Visualize the strategy for employees and decision makers, and how milestones are achieved. At small companies, you can do this by having employees post activities that support the goals on a wall set aside for this purpose. But focus not only on what has been done but on the impact. Only at that point can you perform a qualitative analysis.

10 Set up an “experience loop” process where learnings from the rank and file are fed back into the strategy work.

11 Whittle things down! Settle on a small number of initiatives, such as three at a time.

12 Show that it is OK to fail. It's worth repeating because experimentation is such a big part of optimizing a strategy, and failure is an inevitable part of experimentation (and improvement).

Of course, strategy is just one part of the innovation equation. It is important to establish a process defining how this contributes to learning and how to go about validation BEFORE (problem/ hypothesis), DURING (ongoing test) and AFTER (target achievement). Hence, the Valtech Innovation Framework, which was discussed in the very first article. Innovation is a cyclical, evolutionary process, but it's also a process that needs to be built into the core of a business to stay relevant in a fast changing world. ■

The aim is not to be right or perfect but to accomplish your goal.



# EXPERIMENTING WITH CONNECTED SPACES

Valtech's core is digital. So it goes without saying that we are curious about all new technologies, and the Internet of Things (IoT) has been a priority area at Valtech for some time now. But the Internet of Things is not alone at the top. There are several other exciting areas, including Augmented Reality, Artificial Intelligence and Virtual Reality. For the past several years, Valtech has been showcasing and experimenting with these kinds of innovations through our Innovation Lab locations and events in the US, Canada, Sweden, the Netherlands and Germany — and soon France.

Our Innovation Labs are an opportunity for retailers and brands to try out prototypes and imagine the potential for their industries. What we're most passionate about (and what you can see real-world examples of in our Labs): how to create richer customer experiences using digital tools, and how we can set up data collection in the physical space. So let us introduce you to our six Innovation Labs and what we've learned from them.



Paris, FR



New York, US



Stockholm, SE

Utrecht, NL

## Valtech's Innovation Labs

### 1 PARIS

The Innovation Lab in Paris will open in June 2018. This space grew out of a practical need for a dedicated space to demonstrate solutions to clients. Having to set things up and put them away each time didn't make sense. We hired an interior designer to create a unified look, but also to make the space more unique. We want the space to be a destination in Paris — for established retailers and innovative startups. And so, when planning it, we decided to take our favorite innovations from the other Valtech groups in addition to debuting some completely new projects. First Person Cleaner from Valtech Sweden

uses AR to gamify cleaning therefore making it fun for kids (and those who are kids at heart). Sephora voice purchase integration for Amazon's Alexa and Google Home from Valtech US is planned as a tool for customers to order lipstick. The Connected Shoe from Valtech Germany offers sensor-based augmented reality. The customer takes the product to an information station, so that a tactile experience is combined with fast access to information. A completely new project is a sports/adventure-related VR experience. In addition, our Paris Lab will have the largest Memory Mirror (created by Memomi) in Europe.



“Every position has repetitive tasks and long-term goals. That stability is good and important, but it’s also important to seek out highlights each year. And every single year, I wonder, ‘What will be the really exciting project?’ This Innovation Lab is the number one exciting project that we could deliver in 2018,” states Valtech Marketing Director, Pascal Malotti. Paris will launch with demo stations for 12 innovations. We intend for it to be a dynamic, active space.

## STOCKHOLM

The Stockholm Innovation Lab introduces innovations for physical retail spaces. Sensor-enhanced bins allow retailers to learn and optimize in real time, minute by minute, through weight sensors that report on pickup rates in different bins. The Virtual Product Experience with Emotion Detection uses VR and Microsoft’s Sentiment API to put the garments on display into a lifestyle context filled with action, focusing on creating a rich product experience.

## NEW YORK

Our Innovation Lab in New York features a mix of innovations by Valtech and the most exciting startups. One innovation from our New York office is Valtech\_Vantage, a smart beacon technology with Sitecore. The possibilities for engaging customers with location-based experiences are endless. There are a multitude of possible commercial uses and this technology could also be incorporated into other devices that may be deployed for other purposes.

## UTRECHT

The Connected Playground at our office in Utrecht, the Netherlands, is a space where we can – obviously – connect. Connect with new technologies, with designers, with users, with techies and with clients. It is a playground to show off, to experiment, to fail, to brainstorm, to sketch, to solder, to play and – most of all – to have fun.



Amersfoort, NL

There is so much talking about innovation, but with the Connected Playground, we can actually make innovation tangible like never before. We can let our clients experience the endless possibilities and explore the new horizon together. Children learn through play, and we believe grown-ups should, too.

## AMERSFOORT

Some questions about the future are best answered in spaces that inspire a somewhat rebellious, non-conformist attitude. So, our team in Amersfoort, the Netherlands, built The Farm. The entire team was involved from the start, so The Farm – a tech-driven space that changes constantly – was a natural collective effort. On any given day you’ll see people soldering Arduinos or knitting with smart fabrics. We

view The Farm as an agile project of which the first iteration is now live, with plenty to come.

## MONTREAL

Our Montreal office unveiled their Innovation Lab at a digital transformation event, but it didn’t stop there. They wanted to continue to show retailers some of the new technologies available to evolve the experiences they offer and meet the demands of their customers. So, after the event, they transported the AR, VR, mixed reality, financial services bot, and other stations back to the office. Now, instead of having to describe these technologies to clients, they can share them with clients and visitors with an expert alongside to explain the various applications of these technologies and answer questions. ■



Paris, FR



Montreal, CA



Utrecht, NL





# WHICH TRENDS EXCITE YOU THE MOST?

Stefan Harzevoort / Strategist  
Valtech Netherlands

## We as consumers, as people, have been riding a big wave of innovation since the early 90s.

This is something that has led us to being spoiled and the market a bit saturated with tech. I'm not so excited about the toolbox filled with the latest technology or the latest software or whatever. What I'm excited about are the innovations that address deep human needs. Those are the innovations that make you pause, smile or weep and say, "I wish I had thought of that!" That quest for human relevance is what gets me going.

Concerning those needs, I think it's really thrilling that we are now really hands-on in redesigning the relationship we have with technology. We are beginning to talk to devices that have to adapt to us, instead of the other way around — for example, the voice interfaces we see popping up in our cities, homes and shops. We're also seeing a pivot to passive, where we as consumers are okay with technology doing things for us. This ranges from choosing the music we'd like to hear to driving our cars. Technology is in charge of more and more suggestions and decisions in life.

### THE INTERACTIVITY PARADOX

And while this pivot to passive is really attractive, the other side of the spectrum is also in rapid development: highly immersive, interactive experiences that really draw our attention to a brand. In this domain, as well, innovation is extremely important since the boundaries of what is possible need redefining to delight consumers that are spoiled or saturated with innovative experiences.

So this interactivity paradox is what really excites me: technology that is invisible and technology that creates highly immersive experiences. A lot of people have had enough with the attention disorder

that comes with the rising power of technology, and they are starting to want less interaction, not more. Companies often think, "Oh, we have to create this awesome experience where people can have an always-on relationship with our brand." This can be a relevant strategy, but the opposite can also be true. I think that there are a lot of solutions to be designed that are invisible and that fix things without the need for interaction. These are solutions for people who want fewer technological interactions and more time for the things that matter to them.

**"I think it's really thrilling that we are now really hands-on in redesigning the relationship we have with technology."**

### STOP WASTING RESOURCES

Let me give you an example. Valtech studied the lives of waste managers, especially those working at large companies. Part of their job is managing the waste bins and making sure they are emptied before they get full. If there are only a few bins, that's no problem. But when you're responsible



---

**“This interactivity paradox is what really excites me: technology that is invisible and technology that creates highly immersive experiences.”**

---

for a leisure park with over 500 containers, this task becomes a burden. The process involves someone going around, checking each bin, and going back to mark on the computer which bins need changing. It is a process that is very wasteful (no pun intended) in terms of time and resource allocation. So our solution was to help them stop wasting resources. We designed a sensor-enabled device called Smart Waste that can be attached to a bin and tracks waste levels, odor, whether the bin is upright or has been moved or stolen, etc. The device then automatically sends a notification to a central system. It's a frictionless, self-managing system and it reduces unnecessary interactions for waste managers and employees. Instead of checking bins, waste managers can spend more time on the company's recycling program or reducing waste in the first place, for example. The Smart Waste system then becomes beneficial for the company, the staff and even the world at large. (You can read a case study about Smart Waste on page 33.)

#### **OPTIMIZING SQUARE FOOTAGE IN VIRTUAL REALITY**


At the other extreme, we're certainly curious and eager to engage with brands that offer immersive experiences. These are experiences that really draw attention to a brand. When we put VR goggles on, we are 100% in that brand's world. For retailers short on square footage but needing to display large items, VR is an ideal solution. Valtech designed such a solution for Decathlon because they wanted to display a full range of tents, but didn't have the room to do it. (See page 25 for the Decathlon case study.) VR creates an immersive experience that many customers love, and it gives customers an opportunity to really learn about the products in a try-before-you-buy way that is far more realistic than a store setting can usually provide. Again, not technology for

technology's sake, but really addressing a need for both Decathlon shopkeepers as well as curious consumers.

#### **A GIRL AND A MONKEY AND A HORSE**

When we want to spur innovation and fuel creative thinking, we need entrepreneurial people and people who bring about a lot of energy. There are many such visionaries, but there is one person in particular who has inspired me since my early childhood, and her name is Pippi Longstocking. She was challenged often by the people in her town, and whenever she was challenged, she (and her monkey and her horse) approached everything with a great attitude. She said, “I have never tried that before, so I should definitely be able to do that.”

That openness for adventure is crucial for people and brands in this world. We have to launch experiments and try to build stuff instead of endlessly talking and researching. Successful brands are led by a long-term company purpose, augmented with agile experiments — and a lot of them. The world is complex and there are so many opportunities and tools, but we can only find out what brings new growth by experimenting and putting ideas into action. It's not about how many ideas you have, it's how many you turn into reality. Things move very, very quickly in business and it's important to iterate fast. There are many people inside organizations who don't want change, who don't have that mentality, who only think about what is “now” instead of looking for growth beyond the status quo. So whenever you think of innovation, think of Pippi, because of her attitude and mentality, but also because she brings you back to your childhood — when you were open to just trying things and learning from the experience. ■



**IT'S NOT  
ABOUT HOW  
MANY IDEAS  
YOU HAVE, IT'S  
HOW MANY  
YOU TURN  
INTO REALITY.**





# DRIVE *THIS* WAY

## FACES OF INNOVATION

Some argue that VR technology is a gaming-driven flash in the pan, while others maintain that VR is the ultimate empathy platform of the future. I was recently on a Valtech team that built a VR application, a driving school simulator called VRoom. It's expensive to get a driver's license, and there are a lot of other barriers that make the process harder than it should be. As a team, we're always focused on solutions. Innovations are often responses to problems, and this project gave us plenty to chew on in that department.

Only a few years ago, I got my license, so I know first-hand what the challenges are. If you're like me, you don't always have access to a car. Or maybe you are only available to learn to drive during off hours.

What if people could experience a significant portion of their driving curriculum virtually? What if the VR experience offered learning enhancements not possible in real life? Could VR give people access to driving practice without a car or an instructor? We asked ourselves these questions as we delved into creating true-to-life renderings to provide users with a variety of road conditions present in a huge range of geographic areas. In our quest for realism, we tapped development techniques used in gaming. And this is innovation at work: borrowing, revising, rethinking, testing, and challenging norms, all for a greater purpose. ■

**ROBIN HELLY**  
DEVELOPER  
VALTECH SWEDEN





# LEARNING CUSTOMER EXPERIENCE EXCELLENCE FROM DECATHLON

**Decathlon is one of the world's largest sporting goods retailers.**

Today, there are more than 1,000 stores in 22 countries. The company employs more than 78,000 people and reported revenues of €11 billion in 2017. In 2017, Decathlon rose to France's top spot in YouGov's "Best Brands" ranking, which measures how popular brands are. They have achieved this level of success by being very aware of what their customers want and need and by constantly challenging themselves to keep growing.

---

**"VR is not only for gamers anymore. The continuously evolving technology opens new possibilities for retailers in the way they think products display and customer experience"**

*Damien Lefebvre, EVP Valtech North America*

---





HOW TO INCREASE RETAIL SALES PER SQUARE FOOT

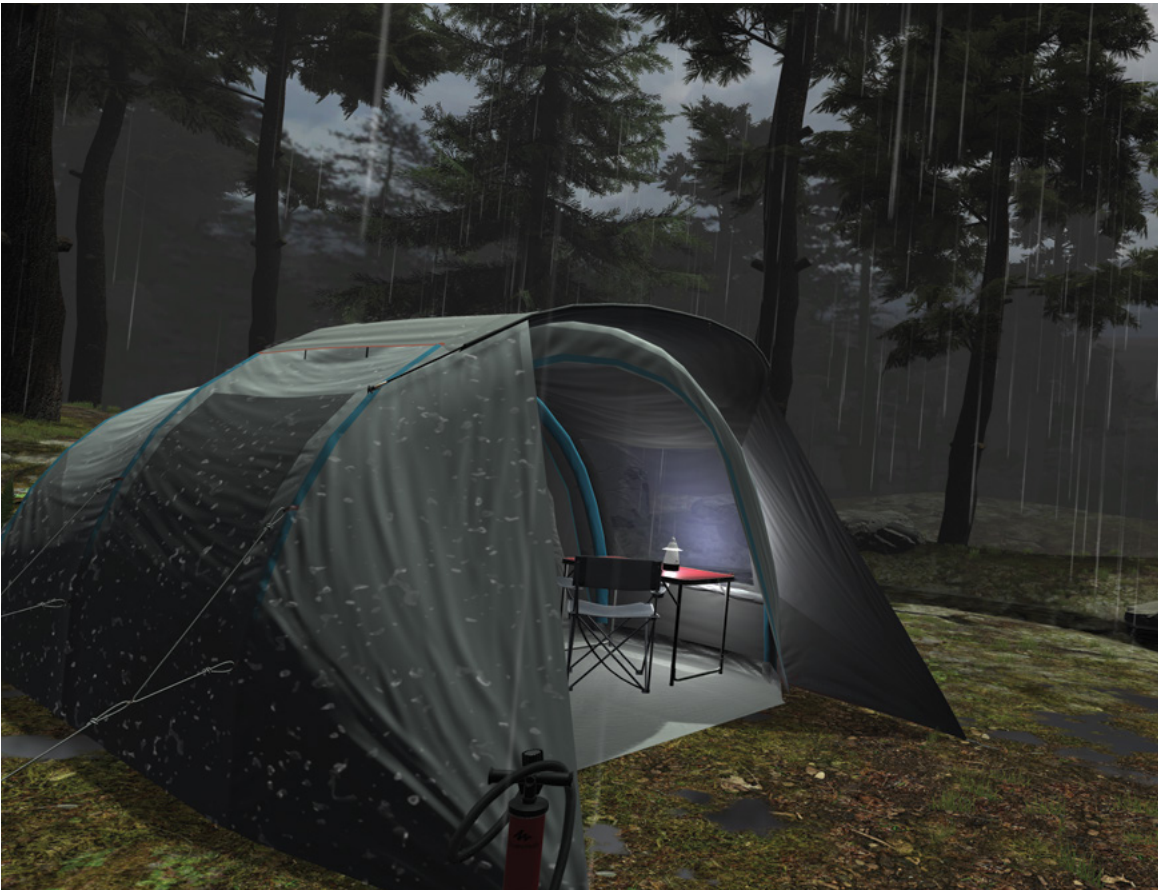
The company stocks a wide range of goods in large superstores, which are sized at an average of 4,000m². However, some locations do not have the square footage available to showcase large products, such as outdoor gear. To enable consumers to discover, test and rapidly purchase these specific products, Valtech developed the first Decathlon VR Commerce Platform (using Samsung Gear + HTC Vive).

GOING VIRTUAL

Thanks to introducing VR in 14 stores in France, customers can now view many Quechua tents in a variety of backgrounds by adjusting the VR brightness and weather conditions. Equipped with HTC helmets provided in-store, customers can find out the features of the life-size tents displayed in VR backgrounds very close to reality. VR really does boost sales by “plunging customers into another world, in a holiday situation, where they can see the tent in real life conditions,” says Pascal Malotti, Advisory and Marketing Director at Valtech France, which promotes the VR solution together with Decathlon on the French market. “In the last three years, VR has come on leaps and bounds. Nowadays, you don’t feel sick any more. The technology is more mature,” he adds.

MVP, SURVEYS AND AGILITY

Before launching big time, Decathlon trialed an MVP (minimum viable product) in two stores and conducted hundreds of surveys with customers and sales people. The specifications were then adjusted based on the results, which “were extremely positive,” enthuses Nathalie Beugé, Quechua/Decathlon Camping Digital Communication & e-commerce manager. Following the results, they added pitching and taking down tents and even their measurements.



“The entire development was based on trial and error. In just three months, it was done and dusted,” add the two managers. Now, Nathalie Beugé can monitor use of VR remotely via a kind of CMS, to see for example if it has been switched on, or to deliver a new feature once available. It is noteworthy that over 95% of users recommend this new shopping experience. In 2018, **Solutions Numériques magazine awarded** Decathlon and Valtech a trophy for customer experience excellence.

Many other European stores (roughly 50) will be equipped with VR, without rushing so as to train staff well and ensure they have fully bought into the project, which has turned out to be very big. Indeed the project is practically unprecedented and is backed by constantly striving to improve VR device quality. ■





# THE IMPORTANCE OF RESILIENCE WHEN IMPLEMENTING INNOVATIVE IDEAS

by Kathy Brown / Senior International Consultant

Recently, I sat down with the executive team of a digital healthcare company to develop an implementation plan for launching a special project. This was a first-of-its-kind initiative, and the goals were audacious. With the mission and goals clearly identified, the conversation shifted to tactical matters.

## How do we start?

This question comes up a lot and I always answer it the same way.

### START BY SELECTING THE RIGHT PEOPLE

In my experience, regardless of the industry, implementing never-been-done-before ideas require a team of people who have more than an impressive list of qualifications and degrees. They have something that can't be found on a resume.

### WHAT I AM TALKING ABOUT IS RESILIENCE

The ability to overcome challenges and course correct when things fail is an essential skill for leading and managing an innovative project. This skill

doesn't show up on a resume because a resume only highlights the final outcome - the degree earned, an acquired skill or an elevated title. While outcomes are impressive and important, I have found that the journey a person travels during his or her quest to accomplish a particular goal is a more accurate predictor of success. The journey is where you discover how resilient a person is how they perform and behave when things get tough.

When I am putting together an implementation team, I assess a candidate's resiliency by asking the following question:

**"Tell me about a time when you failed. What happened and how did you handle it?"**

By asking this question, I am looking to assess the following:

- **Was this person able to pick themselves back up or did they give up?**
- **Were lessons learned or was their story full of excuses?**
- **Were others to blame or did the person accept responsibility?**
- **Was the failure caused by recklessness or risk-taking?**

Over the years I have found that successful team members are those who passionately and proudly describe a time when they have failed. As they share their story, I can feel the pain and disappointment as well as the inspiration and determination. Most importantly, they are able to articulate the value of their failure and connect that experience to their success. They know how to find strength in the face

of hardship. They embody the words of A.P.J. Abdul Kalam:

"If you fail, never give up because F.A.I.L. means "First Attempt In Learning"  
"End is not the end, in fact, E.N.D. means "Effort Never Dies"  
"If you get no as an answer, remember N.O. means "Next Opportunity"

To give your organization every chance of success when launching an innovative idea or project, make sure it is lead and managed by a resilient team.

Once you have a resilient team in place, make sure the culture of the organization supports the innovative process. Without permission to fail, innovation becomes paralyzed. Transformative ideas come with risk, and organizations that want to innovate must cultivate a culture that values the learnings of failed attempts and rewards employees for their willingness to lead transformative ideas.

There's no guarantee, however, that even with a resilient team and supportive corporate culture in place, your organization will ultimately achieve the original goal. What is certain is that a resilient team will deliver key learnings, and a supportive corporate culture will be able to transform those key learnings into strategic advantages. These strategic advantages are the seeds of future growth and innovation. ■



**DON'T WAIT  
INNOVATE**

[VALTECH.COM](http://VALTECH.COM)





# SMART BIN /

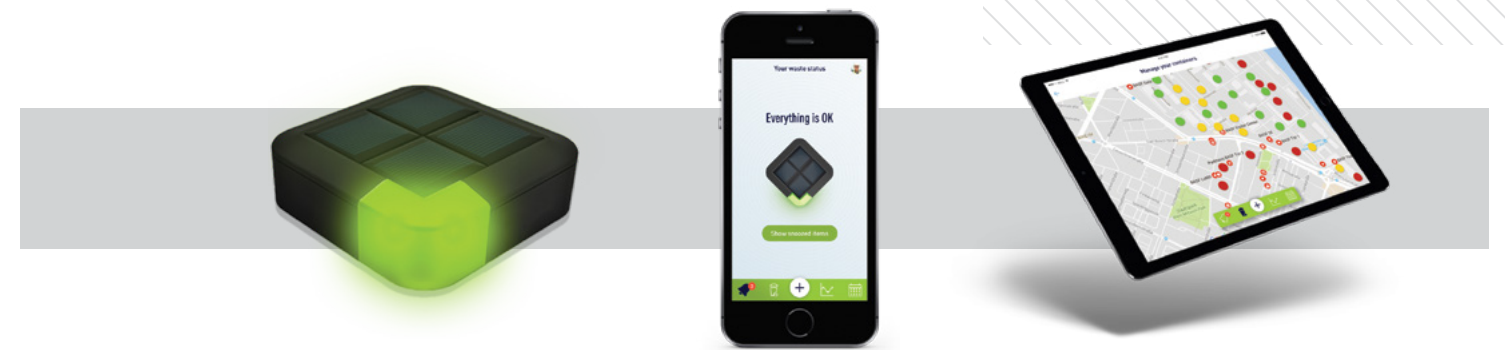
## DISRUPTING THE WASTE MANAGEMENT INDUSTRY

Valtech's Smart Waste solution eliminates unwanted interactions with waste for medium and large businesses. We've created a smart device that senses the condition of waste containers and calls for services by itself. As a result, resources now have more time to spend on matters that actually make a difference within waste management and recycling.

**“Having over 500 containers to manage, waste management is quite the **challenge**”**

For a lot of business owners - whether they be small, medium or large - managing their waste and recycling is a time-consuming process. Checking the fullness, cleanliness and location of containers takes time, whilst the work is considered as of low importance.

**“What if we create a **solution** that manages waste service automatically?”**



Valtech created sensors that attach to the waste containers tracking their waste capacity, positioning/ location, and scent. The sensors monitor these needs and send automatic orders to the waste management companies directly. This tracking system significantly reduces unnecessary interactions with the waste containers.

Before the smart devices deployed, employees were expected to visit the containers and manually log the updates onto a computer system. Waste management companies can now allocate their time to other initiatives within the industry.

### CONNECTING THE DOTS

From post-it to pilot in weeks, not months. The leading waste management company created a dialogue about the resource revolution, fueling the need for clients to participate in new ways. ■

**“THIS IDEA PROVES THAT WE CAN GO BEYOND WHAT IS ESTABLISHED IN TODAY'S WORLD”**

*Stefan Harzevoort, Strategist  
Valtech Netherlands*





# Automotive Innovation

## From Hunks of Metal to Digital Platforms

Today's consumer expects to be able to communicate with the connected world at any given time and place. They expect their car to be a part of this connected world, too. As a result, the automotive sector is undergoing a structural change with rapid innovation cycles, offering new opportunities for in car e-commerce, new business models, and service offerings that enhance the driver experience. In the near future, the car itself will be a digital platform.

### **HARDWARE VS SOFTWARE**

Over the last century, the automotive industry has focused primarily on hardware. As is the case in all industries, technology has been changing that over the last ten years.

Automobiles are more than a method of getting from point A to point B. They aren't as much of a status symbol as they were, for example, in the 80s. From a user perspective, considerations have changed rapidly. Should I take the car today? Maybe I want to avoid



traffic and take the train instead. Or maybe I am worrying about CO2 emissions and want to reduce my carbon footprint. Many young people are even not interested in owning a car and are looking for alternatives. Ride-sharing options like Uber and Lyft are also changing the automotive market. So while the car is still a piece of hardware, manufacturers must ensure that they are increasingly connected and useful for more than transportation.

CONSUMER DEMAND

At one point (and to simplify a bit), a car was a hunk of metal on wheels. Now it is a communication device with the ability to connect to other vehicles, devices, and infrastructures. While in their cars and without taking their hands off the wheel, drivers can instantly connect to a huge range of services. When consumers experience and understand the benefits

of a technology first hand, that’s when the market begins to make demands and adoption rates rise.

Technology is always ahead of user demand, but the innovative automotive manufacturer is a keen observer of user behavior and learns to predict what people will want in five or ten years. The manufacturers that have done so are ready and waiting, keys in hand. Instead of viewing an automobile as simply a mode of transportation, consumers are viewing it as a digital device (albeit a large and expensive one). Smart phones, smart homes, smart offices, and smart vehicles.

PRODUCT AND SERVICE DEVELOPMENT

The technology already exists (or soon will) and the market is mature. So what can car manufacturers do next? Digital agencies, such as Valtech, have made it their mission to escort companies on this

Instead of viewing an automobile as simply a mode of transportation, consumers are viewing it as a digital device.

path of change – and therefore we offer services for all enterprise digital touch points. Our portfolio encompasses the entire range, from eCommerce and digital experience solutions to UX and service design to digital strategy consulting. Valtech has accumulated many years of solid experience in the area of networked vehicles. For more than 15 years, we have been accompanying the connect programs of various carmakers. As a strategic partner, we collaborate with one of the three biggest Original Equipment Manufacturers on its central backend platform for managing the connectivity of the vehicles with the outside world on a global level.

WHAT VALTECH CAN DO

Valtech is heavily involved in creating the in-car services that are made available within the entertainment system and on the dashboard. The technology already exists to integrate in-car

payment solutions for filling up at the gas station or to pay for parking. Another possibility is marketing opportunities for nearby businesses based on a car’s geo-location, effectively turning vehicles into mobile marketing channels.

Audi asked Valtech to investigate the possibility of using Big Data infrastructure to stream real-time data from the CAN busses of vehicles. We delivered an end2end infrastructure, a mobile phone app to deliver timeliness of data, and an integration to SAS Event Streaming Processing in order to enable Audi to evaluate the usefulness of in-stream analytics.

Audi also wanted to reach a more urban and young audience that does not often visit traditional car dealerships. Together, we developed Audi City — a new kind of showroom and a place to experience the brand. Valtech and Audi worked together to advance through technology.



Volkswagen wanted to make choosing a car easy with a simple yet powerful car sales tool. Valtech built a responsive, standalone application that is currently available on the Volkswagen, ŠKODA, and SEAT sites.

The configurator contribute to a seamless on- and offline customer journey, from the first orientation at home to purchasing the car at the dealer. You can easily configure and recall your vehicle at the dealer, with a recognizable look/feel, name, and with other available options.

The configurator is coupled to the database for model information, prices, and options. It’s



further linked to the company’s stock locator application so that potential customers can see immediately if a vehicle with, or close to, their desired specification is available at a dealer’s showroom for immediate delivery.

The sky is the limit when it comes to imagining what else hybrid products (half physical, half digital) could be capable of. Valtech is in the business of discovering future potential and finding, adapting, or creating the technology to make it happen. ■



FACES OF INNOVATION

# DESIGNING WITH FREEDOM

TALITHA KOSTWINDER  
UX DESIGNER  
VALTECH NETHERLANDS

For me, innovation is a license to create a solution that completely focuses on the user's needs, without feeling distracted by the constraints of designing for a particular device or technology. What I often notice is that people in their eagerness to innovate, forget to look beyond the possibilities of innovation. Creating something with Augmented Reality or a voice-driven virtual assistant isn't a goal in itself, it's a means. In other words, it's the freedom to dive into and empathize with the target audience, to find that specific solution which perfectly fits their needs. To raise the question why this obvious solution wasn't there before. And yes, that can be done with AR or a voice-driven assistant. ■

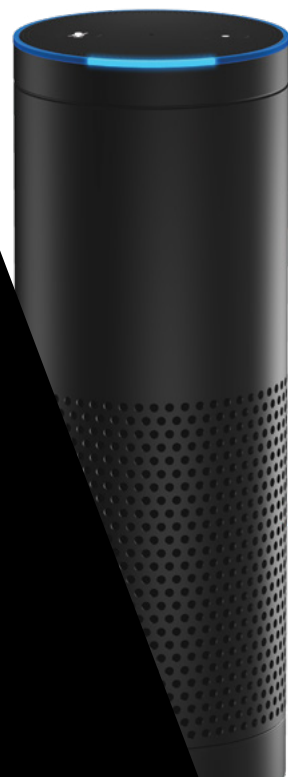




# Alexa, My Love

This letter was first published in February 2018, a few days after Amazon announced the imminent commercialization of Echo in France.

By Romain Chaigner / Strategist  
Valtech France



Dear Alexa,

I hope that this letter and its somewhat analog appearance will find you in your usual excellent health. I will not tell you how I am doing because you probably already know: as I write these words, your cylindrical body is watching me, your metal eye attentive to the emotions forming on my face.

Do you remember our first meeting? It was at CES, two or three years ago. You did not have an official presence, yet everyone had your name on the tip of their tongue. They extolled your sprawling deployment, your countless integrations in homes, cars and points of sale.

Alexa, I brought you from the United States where you are a full-blown superstar to introduce you to less informed French clients. They talk to you and you answer them with an ease and precision that always surprises them the first time. They ask you to play the latest hit song or if it will be nice tomorrow, and they marvel at your cheerful obedience. But they only see the tip of the iceberg and are far from imagining the Machiavellianism that is simmering behind your accommodating intentions. This is what drives me to write you this letter, Alexa: you scare me as much as you fascinate me.

I have no doubt that voice is the future of user experience: the interface of tomorrow will be zero interface. We all will have a portable and versatile AI in our pocket, able to meet all our needs – when it won't anticipate them. You will be ubiquitous, Alexa, the first point of contact for each individual, booking doctor appointments, making bank transfers or purchasing diapers for the baby.

But if I try asking you now to order diapers, a sweatshirt or a pillow, I know that you will push an Amazon product or one of the brands that you have discreetly bought out and integrated into your Amazonian empire. Do you think I did not notice? Today you own more than 45 brands, your own stores, even your own TV shows.

You might now understand my embarrassment when I make this demonstration to my clients. How do I explain to them the urgency of positioning themselves, as brands, in this tsunami that you are preparing and in markets where you can afford to operate at a loss? What is the future of our jobs and businesses in a world divided into omniscient and omnipotent service ecosystems?

If you could, you might tell me I'm delirious, that we will never reach such a level of centralization. And maybe you would be right. There are other revolutions that have gone the opposite way – such as blockchain. It is said that what our voice can hide, our eyes can't. How long before you can decrypt them too?

I will confess to you, in a last thought, that I worry a little about the current development of AI. While it seems certain that it is quickly disrupting our relationship with work by making most jobs obsolete, I still cannot quite imagine it governing our lives by adjusting perfectly to our individual personalities.

So Alexa, my love, tell me: Will the weather be nice tomorrow? ■



## STREAMS OF INNOVATION

There are two streams of innovation that are guiding a lot of what we do at Valtech. One stream is interfaces, or rather the lack of them. Current interfaces are frustrating to deal with and there is too much room for user error. Soon, interfaces will no longer be necessary to mediate the engagement between machines and humans. Does this sound as though it is far off in the future? It isn't. This is a rapid transition that will reconfigure not just retail but human experience. We already see this happening with popular voice-activated AI like Alexa and Google Home. The use of sensors further eliminates the need for interfaces. This innovation is, in turn, transforming how we and our clients approach UX and product design.

The other innovation stream involves AR/VR, which eliminates the need for a vast amount of retail space. Customers can put on a headset to view and interact with a full range of large, life-sized products. VR satisfies the needs of both retailers and customers. This innovation is practical, exciting, and even entertaining. ■

---

### DAMIEN LEFEBVRE

EVP  
NORTH AMERICA





# TOK Makes Reserving Conference Rooms a Snap

**While Valtech develops many solutions for clients, sometimes we encounter a problem in our own business that needs a solution. One such problem was the management of conference rooms. Sometimes it is possible to book a room weeks in advance, and sometimes one is needed as soon as possible. With TOK, it is easy to do both.**

## MAKING TASKS EASIER IN CORPORATE ENVIRONMENTS

TOK, developed with Alto Design and mainly for corporate users, is a pleasure to use. The sleek, contemporary design allows it to blend in with the environment, regardless of where it is installed. From a distance, only the ring of 24 LEDs is visible to help users identify available time slots. Alto Design's Lead Industrial Designer, Benoit Orban, describes the design process: "We quickly decided to go for

something simple and clock-like. The idea came from the LED rings. Each of the 24 LEDs corresponds to a half hour. The ring's shape influenced the general product design." Users can reserve the room either from Outlook or Google Calendar or by adding 30-minute blocks from the physical interface outside each room. "You immediately know if a room is available. You can book it on the spot and settle in without worrying that someone will show up two minutes later to tell you that

the room was already booked," explains Damien Lefebvre, President of Valtech Canada.

## DEVELOPED USING THE PARTICLE PLATFORM

TOK is an innovation developed using the Particle Photon Internet of things (IoT) platform, which interacts with a Microsoft Exchange or Google Calendar server to manage meeting planning and room reservations. This makes it possible to connect the physical object to the Particle.io service

layer in the cloud, which is one of the most reliable on the market. The management and configuration interface was developed using Django.

## A BOT FOR TOK

New functionality will soon be added in the form of an AI bot system. Users will be able to send a request asking TOK to reserve the room via their messaging system, text message or the Slack collaboration platform. ■





While some people like to tout the death of retail, at Valtech we like to talk about its exciting evolution. Through the data shared in the latest reports about retail and technology, we can see clear retail trends emerge. And as the biggest players continue to reveal innovations to the market, we can get a glimpse of what is to come.

AMAZON

Amazon has been a household name in retail for some time — and for good reason. But in reality, Amazon is so much more than an online store. It is a physical retailer (through its purchase of Whole Foods), a film studio (Amazon Studios), an e-commerce platform for third parties, a tech company (Alexa, Amazon Web Services) and more. Amazon continues to build unique and incredible strategic momentum, year after year. By looking closely, we can get an idea of what they have brewing. For example, in 2017, Amazon posted more job listings for AWS than for any other category of their business. If you haven't looked at their AWS site lately, they are offering a huge range of cloud-based services that they are constantly expanding and developing. Far more than retail, more than fulfillment and operations, more than Alexa. This tells us that they are focusing on tech development in a big way.

We already know that Amazon has a strong AI focus. In January 2018, NPR and Edison Research released a report that 16% of Americans own a smart speaker, and 11% specifically own an Amazon smart speaker.<sup>i</sup> That is a 128% increase from January 2017, which means that adoption of smart speakers is already outpacing that of smartphones and tablets. Gartner predicts that 75% of U.S. households will have smart speakers by 2020.<sup>ii</sup> Other Amazon AI developments include Amazon Rekognition (which enables users to add image and video analysis to applications), Amazon Polly (a service that turns text into lifelike speech) and Amazon Lex (a service for building conversational interfaces aka chatbots).

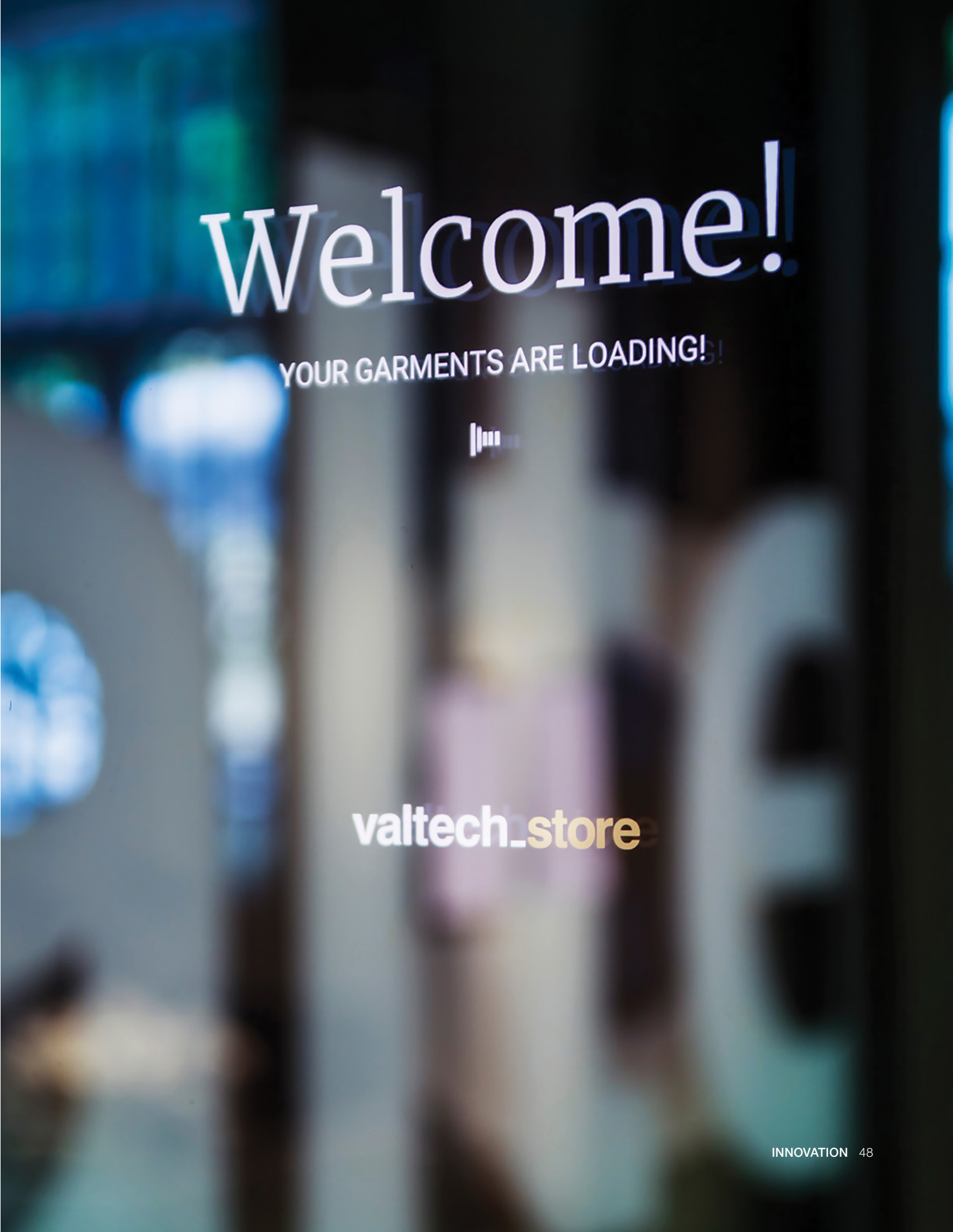
THE REBIRTH OF STORES

Stores are undergoing a transformation, as we outline in another article here called The Connected Store. Retailers are beginning to open stores that maximize the customer experience. The 3 C's to remember are: Content + Community + Commerce. Combining them results in an integrated seamless experience. Transactions are important for any business, and engagement is how the smartest retailers get customers to buy and keep coming back.

The majority of purchases are still made in stores. In 2015, stores accounted for \$750B in sales (compared to e-commerce's \$341B).<sup>iii</sup> To stay relevant, businesses must have a strategy that includes constant development of both avenues of retail. When we look around the retail landscape, we see smartphones playing a bigger and bigger role. This is a perfect example of businesses adapting their methods to suit their customers — because it's the customers who have made mobile such a big deal.

MOBILE CENTRIC

As popular as social networks (like Facebook, Twitter, Instagram and LinkedIn) are, it's the messaging apps (WhatsApp, Messenger, Viber and WeChat) that have the most active users. Smartphone users are also using voice recognition, and since 2016 it's been faster to produce text via speech than direct typing on a smartphone.<sup>iv</sup> This is also changing how customers search, so retailers better take heed. Image recognition has also arrived.





# THERE'S STILL NOTHING AS POWERFUL AS USER GENERATED CONTENT TO SELL A PRODUCT

## AI

We already mentioned Amazon's AI focus and developments, but Amazon is by no means alone in that marketplace. Google is another huge player with its Home smart speakers. Though delayed, Apple's HomePod speaker system is poised to expand Siri's footprint into the home and serve as a more serious competitor to Amazon's blockbuster virtual assistant Alexa. Artificial Intelligence is progressively packaged with voice and text recognition, semantic analysis, predictive reasoning and automatically improved reasoning. As of December 2017, there were 25,000 Alexa Skills.<sup>v</sup> The development and adoption in this area is rapid and real.

## AR & VR

Shoppers are ready for Augmented Reality and Virtual Reality experiences in-store. Technology giants like Apple are betting big on AR with new AR apps on the way, and there is new evidence that AR glasses are in the works. But what about retailers? In 2017, Ikea introduced Ikea Place, which is an AR app that allows users to try out realistically rendered products in their home through AR. This year, Zara introduced an AR app (called Zara AR). Customers can aim their phones at designated areas like display windows and podiums to view AR content of models adorned in Zara items. Shoppers can then tap to purchase the items they want. A 2016 report showed that 80% of Gen Z in the U.S. are more likely to visit a store that offers entertainment like VR.<sup>vi</sup> And 81% of those who do try VR claim to tell their friends about it.<sup>vii</sup>



## SHOPPABLE VIDEO

Getting back to the 3 C's we mentioned earlier, there's still nothing as powerful as user-generated content (UGC) to sell a product. Positive reviews are king, but do not underestimate the influence of a user-generated video that features products in action. Integrating these videos with product pages on e-commerce sites is a continuing trend.

## BLOCKCHAIN

Blockchain, the technology behind Bitcoin, is still a bit of a mystery to most consumers and many retailers. Without going into too much detail, suffice it to say that blockchain technology allows a level of transparency and security in the digital world that we have not seen before. From a customer-facing standpoint, retailers can already use it to accept crypto-currencies (like Bitcoin) as payment for products as well as guarantee the authenticity of a product (like a Louis Vuitton bag). It also builds trust with customers and enables them to create sharing platforms for users. More possibilities are on the horizon. ■



- i <https://www.nationalpublicmedia.com/smart-audio-report/>
- ii <https://www.voicebot.ai/2017/04/14/gartner-predicts-75-us-households-will-smart-speakers-2020/>
- iii 2017 Google Internal Data, All US Retail
- iv <https://www.npr.org/sections/alltechconsidered/2016/08/24/491156218/voice-recognition-software-finally-beats-humans-at-typing-study-finds>
- v <https://techcrunch.com/2017/12/15/alexa-skills-top-25000-in-the-u-s-as-new-launches-slow/>
- vi <https://www.jwtintelligence.com/2016/06/new-trend-report-frontierless-retail/>
- vii <https://singularityhub.com/2015/12/17/vr-consumer-insights-for-2016-provided-by-greenlight-vr/>



# OFFLINE SYMMETRY

FACES OF INNOVATION

I view innovation as turning a new idea into a solution that adds value for a customer, or their customers, where previously there wasn't. Valtech\_Vantage started as an idea to connect online shopping behavior with in-store behavior to provide a more complete view of the customer. Bridging this gap allows retailers to move beyond the traditional in-store tracking and counting solutions that ignore the customer as a person. Vantage creates new, personalized experiences for customers that are based on a combination of their online and in-store behavior. That's innovation. ■

**JAMES NOBLITT**

SR. VICE PRESIDENT & MANAGING DIRECTOR  
VALTECH DALLAS





# THIS IS **NOT** THE TIME FOR INNOVATION

# THAT'S NOT A GOOD IDEA. NOBODY ELSE IS DOING THAT RIGHT NOW. THIS IS NOT THE RIGHT MOMENT.

If you have heard these words before, you're not alone. Innovative ideas are disruptive, and they do conjure up fear. There are as many defenses against innovation as there are new ideas. You can be sure that these fears are alive and well in your company, in every company. Those fears may be alive in you.

## What can you do about it?

Clearing the way for innovation involves boldness, willingness to fail, and freedom to explore. Fighting off the demons that stifle innovation is fundamentally uncomfortable, yet charging into new territory is also exhilarating.

---

**“Failure is simply the opportunity to begin again, this time more intelligently.”**

*Henry A. Ford*

---

Consider the innovations that have transformed society and human behavior throughout history. Endless attempts eventually led to breakthroughs no one could have predicted.

Before he was a luminary in the transportation industry, Henry Ford was a failure. He couldn't get financial backing for his ventures, he struggled to develop a business model for his inventions, and he encountered doubts from all corners. While others got cold feet, he did not. He pressed on.

Today's business climate is entirely different. Investors seek out innovative companies, and those who shake off the status quo are rewarded with media attention. Still, some fears persist. Many companies are gridlocked, and need to create more space for innovation.

Next time your earth-shaking ideas are met with resistance or dismissal, you will assure yourself and all who will listen that it's true, this is not the time for innovation. There will never be a good time for the erosion of our norms. So let's do it now, and change the world. ■



**Pascal Malotti**  
Consulting &  
Marketing Director  
Valtech France



## Argentina

**Valtech Buenos Aires**  
Palermo Hollywood  
Office 202  
5692 Soler St.  
Buenos Aires City  
  
+54 11 6009 8282

**Valtech Buenos Aires**  
Ramos Mejía  
Office F  
Avenida Gaona 2612  
1704 Ramos Mejía,  
Buenos Aires  
  
+54 11 6009 8282

## Australia

**Valtech Sydney**  
Level 14, 333 George St.  
Sydney NSW 2000  
  
+61 2 8320 0536  
au.hello@valtech.com

**Valtech Melbourne**  
285 Lennox St.  
Richmond 3121, VIC  
  
au.hello@valtech.com

## Brazil

**Valtech Florianópolis**  
Rua Nossa Senhora  
de Lourdes, 110,  
Centro Empresarial Célia  
Couto Daux, 6º Andar,  
Agronômica,  
Florianópolis – SC  
  
+55 (48) 4062. 1301

**Valtech São Paulo**  
Fidalga, 593/603, conjunto 16,  
Edifício Módulo Fidalga  
CEP: 05432-070  
São Paulo  
  
+55 (11) 3825. 3843

## Canada

**Valtech Montreal**  
400 De Maisonneuve West  
Suite 700  
Montreal, Quebec  
H3A 1L4  
  
+1 514 448 4035  
info@valtech.ca

**Valtech Toronto**  
49 Spadina Ave.  
Suite 201  
Toronto, Ontario  
M5V 2J1

**Valtech Ottawa**  
987A Wellington St. W.  
Suite 201  
Ottawa, Ontario  
K1Y 2Y1

## China

**Valtech Beijing**  
05-R38, Room 310508  
Unit 1, Building 5, Yard 1  
East Futong Street,  
Chaoyang District, Beijing  
  
cn.info@valtech.com

**Valtech Shanghai**  
Room 63, 2F  
Building 1, 39 Jiatai Road  
China (Shanghai)  
Pilot Free Trade Zone  
  
cn.info@valtech.com

## Denmark

**Valtech Copenhagen**  
Kanonbådsvej 2  
1437 København K  
  
+45 32 88 20 00  
info@valtech.dk

**Valtech Aarhus**  
Værkmestergade 13,  
8000 Aarhus C  
  
+45 32 88 20 00  
info@valtech.dk

## France

**Valtech Paris**  
148 rue de Courcelles  
75017 Paris  
  
+33 (0) 1 76 21 15 00  
info@valtech.fr

## Germany

**Valtech Düsseldorf**  
Toulouse Allee 23a  
40211 Düsseldorf  
  
+49 (0) 211 179 2370  
info@valtech.de

**Valtech Frankfurt**  
Martin-Behaim-Straße 12-14  
63263 Neu-Isenburg  
  
+49 (0) 6102 884 68-0  
josef.markgraf@valtech.de

**Valtech Munich**  
Forum am Hirschgarten  
Friedenheimer Brücke 29  
80639 München  
  
+49 (0) 89 7007441-0  
info@valtech.de

**Valtech Cologne**  
Anna-Schneider-Steig 10  
50678 Köln  
  
+49 221 569 773-0

## India

**Valtech Bengaluru**  
Mass Unique, 30/ A,  
1st Main Rd.  
Industrial Sururb, 3rd Phase  
JP Nagar  
Bengaluru - 560078  
+91 80 2607 9999  
info@valtech.co.in

**Valtech Gurugram**  
# 7051 & 7052,  
Level – 07th  
Vipul Square,  
B - Block, Sushant Lok Phase - I,  
Gurugram, Haryana - 122002

+91 124 49285122  
info@valtech.co.in

## Netherlands

**Valtech Amersfoort**  
Amsterdamseweg 43  
3812 RP Amersfoort  
  
+31 (0)88 648 00 00

**Valtech Amsterdam**  
Entrada 705  
1114 AA Amsterdam  
  
+31 (0)88 648 00 00

**Valtech Eindhoven**  
Essenstraat 1  
5616 LG Eindhoven  
  
+31 (0)88 648 00 00

**Valtech Utrecht**  
Kanaalweg 29  
3526 KM Utrecht  
  
+31 (0)88 648 00 00

## Singapore

**Valtech Singapore**  
77B Neil Rd. #03-00  
Singapore 088903  
  
+65 6718 0460  
sg.info@valtech.com

## Sweden

**Valtech Stockholm**  
Royal Coin  
Hantverkargatan 5  
112 21 Stockholm  
  
+46 08 56 22 33 00  
hej@valtech.se

**Valtech Gothenburg**  
Kungsgatan 50  
411 15 Gothenburg  
  
+46 08 56 22 33 00  
hej@valtech.se

## Switzerland

**Valtech Geneva**  
13 boulevard James Fazy  
CH-1201 Genève  
  
+41 78 775 53 70  
contact.ch@valtech.com

## Ukraine

**Valtech Kiev**  
10 Verkhniy Val St.  
Kyiv, Ukraine, 04071

**Valtech Dnipro**  
1, Hlinky St.  
Dnipro, Ukraine, 49000  
  
+380 0445995065

**Valtech Kharkiv**  
9, Poltavskiy Shlyah St.  
Kharkiv, Ukraine, 61052  
  
+380 0445995065

**Valtech Chernihiv**  
119a, Peremohy Ave.  
Chernihiv, Ukraine, 14013  
  
+380 0445995065

## United Kingdom

**Valtech London**  
46 Colebrooke Row  
London  
N1 8AF  
  
+44 (0) 20 7014 0800  
info@valtech.co.uk

**Valtech Manchester**  
Basil Chambers  
65 High St.  
Manchester  
M4 1FS  
  
info@valtech.co.uk

**Valtech Bristol**  
Unit 18 Keynsham Rd.  
Willsbridge  
Bristol  
BS30 6EL  
  
info@valtech.co.uk

## USA

**Valtech New York**  
416 West 13th St.  
Suite 309  
New York, NY  
10014

+1 212 366 1057  
us.marketing@valtech.com

**Valtech Dallas**  
7200 Bishop Rd.  
Suite 280  
Plano, TX  
75024

+1 469 930 4554  
us.marketing@valtech.com

**Valtech Chicago**  
15 S. Aberdeen  
Chicago, IL  
60607

+1 872 903 4264  
us.marketing@valtech.com



# Contributors

**Mark Assies**  
Sr. UX Designer  
Valtech Netherlands

**Kirah Bradley**  
Global Jr. Content Strategist  
Valtech Global

**Katharina Borgenstierna**  
Strategic Planning Director  
Valtech Sweden

**Stefan Harzevoort**  
Strategist  
Valtech Netherlands

**Lenneke Hindriks**  
Marketing Content Specialist  
Valtech Netherlands

**Talitha Kostwinder**  
UX Designer  
Valtech Netherlands

**Paul Lewis**  
Chief Marketing Officer  
Valtech Group

**Pascal Malotti**  
Consulting & Marketing Director  
Valtech France

**James Noblitt**  
Sr. Vice President  
& Managing Director  
Valtech Dallas

**Freek Bijl**  
Chief Strategy Officer  
Valtech Group

**Kathy Brown**  
Senior International  
Consultant

**Romain Chataigner**  
Strategist  
Valtech France

**Robin Helly**  
Developer  
Valtech Sweden

**Floris Ketel**  
Creative Director  
Valtech Netherlands

**Damien Lefebvre**  
EVP  
Valtech North America

**Mattias Malmer**  
European Marketing Director  
Valtech Europe

**Yovadee Nagapa-Chetty**  
Global Marketing Director  
Valtech Global

**Sarah Ristorcelli**  
Founder & Director  
of Business Development  
Orlando Content Marketing

# TRANS FORM ING DOING **BY**

[valtech.com](https://valtech.com)

**valtech**





**valtech.**  
where experiences are engineered

[valtech.com](http://valtech.com)