

INCREASE Interactive Training Toolkit



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CONTENTS

The Interactive Training Toolkit provides a set of interactive resources aimed to check understanding of the INCREASE modular training and to ensure efficient acquisition of the new concepts.

For each INCREASE Module, the resources are structured as follows:

- **Tips and Practical Recommendations**
- **Further Development Paths**
- **Key Takeaways**
- **Studies**
- **Interactive Exercises**
- **Quiz**

To benefit fully from the interactive features of the Training Toolkit, we strongly recommend you to visit the INCREASE Platform.

[INCREASE Training – INCREASE \(erasmus.site\)](https://erasmus.site)

Module 1

Innovation across organization

Sub-module 1.1

Introduction to the world of innovation

Interactive Training Toolkit

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Tips and practical recommendations



-
- Innovation can be based on a very complex solution, but, as you have seen in majority of our examples, it is commonly based on creative solutions to simple problems. Be observant and look for problems and areas of improvement with high relevance for your customers, community or just individuals as you.
-
- Remember that innovation does not always mean a new product, but may be related with innovation in processes, paradigms or markets...Look at different options and be attentive to opportunities around you.
-
- Even the best idea will not lead to a successful innovation if it does not offer a significant value to customers. Be critical to your ideas and engage others in its further development to collect feedback, additional inputs and adjust it to the realistic needs of the market.
-
- Tell people about your ideas. Sharing your ideas with your colleagues and managers can be scary. But, if you don't communicate your ideas for improvements, your organisations won't be able to improve. Follow our course to learn more about how to communicate your ideas.
-
- Don't get discouraged if you have an idea, but you don't know how to implement it. Innovation is a multilevel process, in which it is common that different individuals contribute small pieces of expertise and inputs, but a single observation or an idea can be just enough to start a great innovation.
-



FURTHER DEVELOPMENT PATHS

- What should you know about innovation?

To provide valuable contributions to innovation knowledge of your company and its environment – customers, competitors and other stakeholders is especially relevant. However, innovation is a process and obtaining the basic knowledge regarding innovation, current developments in the area of innovation and in your sector and skills supporting innovativeness are next to good perception your access key to building your value as an innovative employee.

Follow the remaining INCREASE modules to improve your ability to contribute to innovation:





INNOVATION - key takeaways

1

VALUE IS OF KEY RELEVANCE

Innovation is not just about novelty, but about bringing additional value.

2

THERE IS NO INNOVATION FREE INDUSTRIES

Innovation is critical for companies in every industry.

3

INNOVATION CAN TAKE MANY FORMS

Opportunities for innovation can be translated into different types of innovation - new products, processes, new markets or business models.

4

IT DOESN'T NEED TO BE A RADICAL CHANGE

Innovation in SMEs takes typically form of gradual improvements, rather than of radical change.

5

IT IS RELEVANT FOR ALL

Innovation is important not only for companies, but also for individuals, especially for security of employment.

Case study - WD Retail

WD Retail is a small company offering merchandising and branding solutions for retailers, distributors and brands. This SME located in a small Portuguese city of Covilha is a provider of innovative merchandising solutions for big retail companies and big box stores, such as i.e. Intermarche.

This young company founded by a team of specialists in product design, visual communication and marketing recognized a strong potential for innovation in retail sector. As a response, innovation for sales points – stores and big box retail points became a principle offering of the company.

In practice, WD Retail offers retailers customized to their brand, market position, technical requirements, objectives and expectations in store product merchandising solutions for communication and promotional activities, as well as shopping carts.



In every individual case WD Retail looks to offer its customer a creative innovative solution that will allow it to stand out from the competition and attract maximum interest of the customers:



Innovation as a direct strategy to respond to customers need

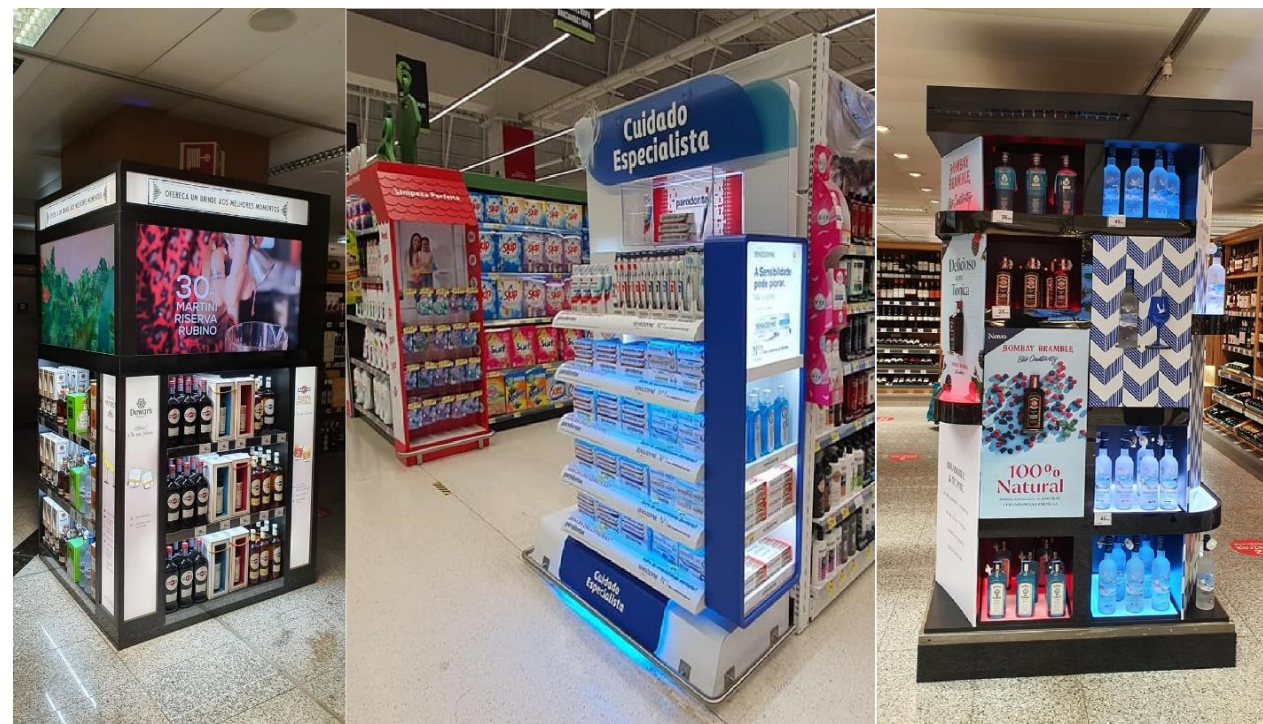


SOLUÇÕES PARA PONTO DE VENDA, LDA.

Considering how crowded are the big box stores shelves, standing out in this environment (while it is a traditional retail challenge) currently requires high level of creativity and innovation.

To provide it to its customers, in WD Retail sales, marketing, design, engineering, production and logistic teams work together and contribute their points of view to make sure that diversified opportunities for innovation have been considered. As a result, the final products presented to customers offer integration of marketing, design and engineering solutions ↓

Watch <https://fb.watch/3pIR6PrJmx/>





Grabbing innovation opportunities at WD Retail

However, working closely with its target customers to understand their needs and objectives, WD Retail is in a great position to spot non-optimal solutions and possible areas for improvement in the retail sector. Spotting such improvements opportunities became an additional engine for innovation for WD Retail.



It's innovative product – Out of the Box, is a direct response to the observation that majority of existing Pick & Mix shelving solutions are difficult to integrate into existing shelving. In response to the clear need of its customers for a better solution, WD Retail team developed an alternative system of molded boxes that will fit on most of already existing shelving systems. To offer even more value to their customers, the team also ensured that the product is 100% recyclable, is easy to pack and assemble and is unbreakable, while at the same time allows multiple configurations and reconfigurations to meet diversified and changing needs of retailers.

Watch video

<https://www.youtube.com/watch?v=2UgOCZtSnH8&feature=youtu.be>



Responsiveness to the market changes

To remain competitive and responsive to its customers needs, WD Retail is also highly responsive to changes in the market conditions.

High adaptability, attention to market changes and innovation orientation of the team resulted in 2020 in a fast adaptation of WD Retail to the new social and economic conditions and new needs of its stakeholders. That resulted in a new range of products in response to Covid-19 challenges – protection-oriented solutions, such as TaxiSafer or protection equipment for service desks. But also, in entering a new market in response to unexpected need and opportunity related with production of individual protection visors to support local gap in supply of means of individual protection at the start of the 2020 pandemic.





Innovation at WD Retail



WD Retail is an innovative low-tech company operating within traditional retail sector, but with product and service innovation in the main focus of the company strategy.

Growth of WD Retail is based on its integration of product, process and market innovation, which requires strong inclusion of employees from different areas and functions.

The case of WD Retail is a case of low-tech innovation in a retail sector showing that innovation needs to be highly responsive to realistic needs of your customers (i.e. the Out of the Box as a response to inefficient common Pick and Mix solutions) or opportunities to serve other markets (i.e. move from strict focus on retail solution to protection equipment in the face of Covid-19 pandemic).

Some of the WD Retail products also show that innovation doesn't need to be complicated and very expensive to develop. A simple idea that solves a problem can be of high value to your customers.

Watch video

<https://www.youtube.com/watch?v=Q0jD-qPclMo>





Interactive Exercise 1

- Choose those elements that you **MUST** ensure to turn invention into innovation:



novelty

advertising strategy

investors

new value for customers

focus group

selling or other path of reaching the user





Interactive Exercise 2

- Match the innovation with its type:

Product innovation

Post office replacing a standard delivery, by a drone-based service

Process innovation

Shortening the time required to change available in the stores cloths to be able to improve cloths collection in the middle of a fashion season.

Paradigm innovation

Moving from children oriented animated movies to animated movies with embedded adult-oriented humor/sarcasm etc.

Position innovation

Moving from children oriented animated movies to animated movies with embedded adult-oriented humor/sarcasm etc.



Interactive Exercise 3

- Choose which of the occurrences are innovation and which are not:

Discovery of a new mineral

Patenting of a new air stimulated engine

Offering a novel application of children playgrounds for creativity sessions with adults

Creation of a new chemical substance with new characteristics

Offering clients a combination of dishwasher and washing machine into a multifunctional washing device

Introduction of cheaper shared painting services for people selecting equal paint color





Interactive Exercise 4

Group the benefits into 2 groups:

What the employees can get from innovation

More collaborative atmosphere in the workplace

Employment security

More interesting work

Increased job satisfaction

Better working conditions

What your company can get from innovation

Lower costs

Advantage over competition

Increased brand recognition

Ability to more effectively meet customers needs

Increased profitability



Interactive Exercise 5

True or false?

Innovation aims to bring useful inventions and novel ideas to people that can benefit from them.

Innovation is a specific domain of the technology intensive industry.

Defining innovation ideas is a key responsibility of top management.

A new idea how to earn money from your business offering is a form of innovation.

Innovation is effective only in big companies.

Finding a new application for an existing product or technology is one of the forms of innovation.

Non – technological company can be highly innovative.





QUIZ

- Choose the correct answer:

1. Innovation requires:

- new technology.
- a change.
- new product.
- automation.





QUIZ

- Choose the correct answer:

2. Which question you wouldn't analyze looking for product innovation ideas?

- How can we improve our product?
- How can we make our product cheaper?
- What new can we offer our customers to meet their needs?
- What can we add to our product that would add value to our customers?





QUIZ

- Choose the correct answer:

3. Finding a faster way to produce your merchandising is:

- a product innovation.
- a position innovation.
- a process innovation.
- a paradigm innovation.





QUIZ

- Choose the correct answer:

4. Innovation is:

- irrelevant for small companies.
- a key to a long-term survival of small companies.
- decreasing human ability to create new job posts.
- making our life more difficult.





QUIZ

- Choose the correct answer:

5. To add value to innovativeness of your organization you should:

- Pay attention to possible problems.
- Pay attention to areas potentially requiring improvements.
- Be attentive to opportunities.
- All of the above.



Module 1

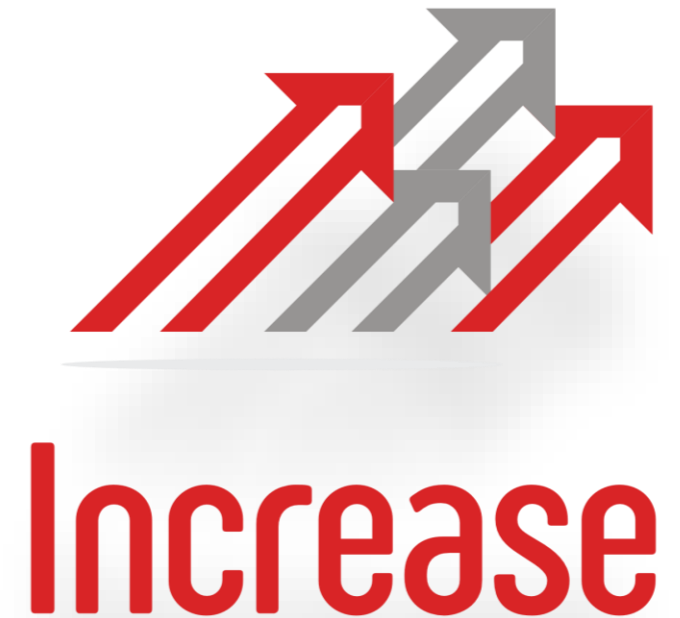
Innovation across organization

Sub-module 1.2

Innovation processes in SMEs

Interactive Training Toolkit

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Further Development Paths - Define your role first

Your ability to contribute to innovation process is dependent from your knowledge and experience, as well as from your mindset, working culture and skills. Depending on what role you would like to see yourself in within the process of innovation, the requirements for further development will differ.

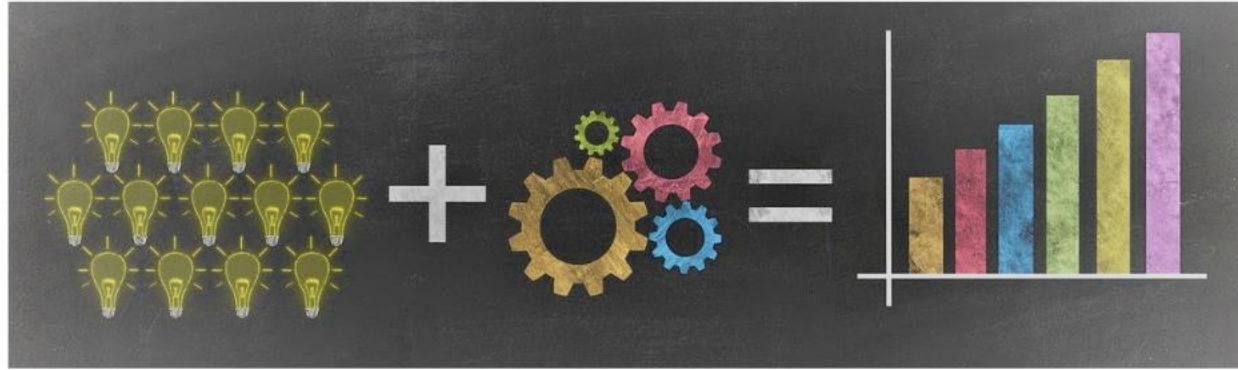
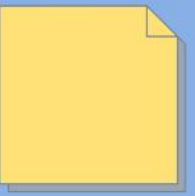
If your engagement will be limited to definition of possible opportunities or ideas based on signals from your work environment and daily experience, the remaining six modules of this course will cover key areas that you should know to be able to provide valuable contributions.

However, as **innovation is highly relevant and offers numerous employment opportunities**, you may be interested in taking a bigger role. That may require specific technical knowledge, as i.e. project management, research or marketing knowledge. Learning more about the process of innovating may help you discover more professional opportunities that can interest you.



INNOVATION PROCESS

- key takeaways



Innovation is a complex process, but your engagement can be limited just to a few stages or even just 1 stage



Innovation to be successful needs to incorporate both, the discovery and the exploitation phase



Do not be afraid to fail, but fail fast and cheap. Then, learn from mistakes and restart.



Try to understand how to contribute to innovation - identify what is the right channel to share your innovative ideas with others



Independently from your position in your company and your technical capacities your attention to opportunities and your ideas can be highly relevant for your company innovativeness



WD Retail – facing challenges of the innovation process



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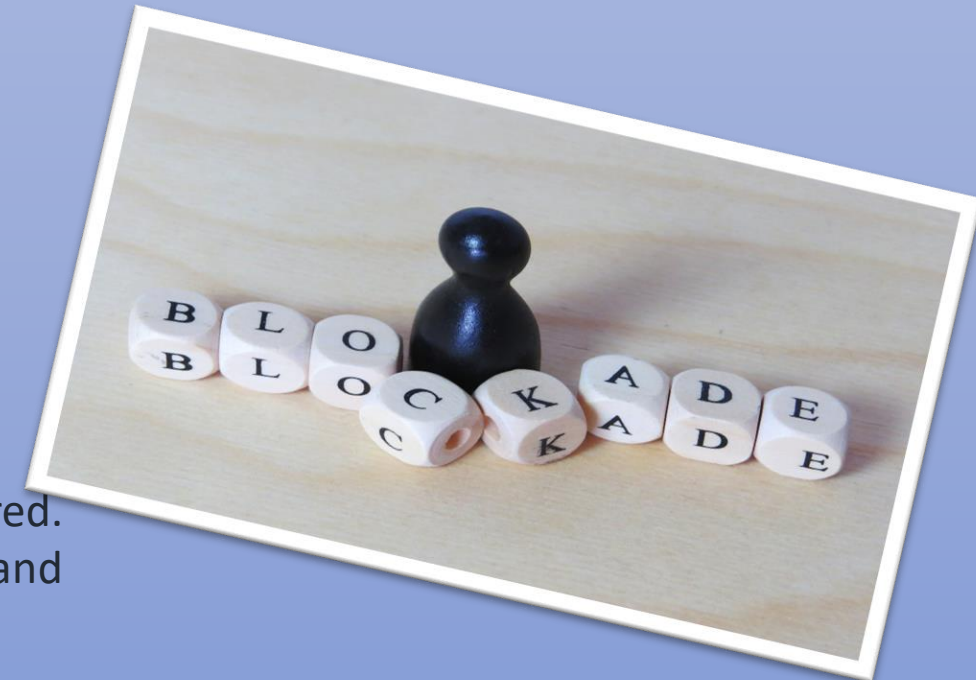
Innovation is a multiphase process, rather than a one-off occurrence.

For your innovation to succeed an idea is not enough. Many innovations do not succeed because there is a problem not with the innovation itself, but due to overlooking steps in the process or marginalizing meaning of some of them.

Introduced in the previous submodule WD Retail, was looking to become an innovative company in its sector from its early days. However, ensuring effective innovation process from the opportunity identification to the product delivery to the customer posed a major challenge.

Initially, WD Retail team focused on the discovery process and commercialization. Meanwhile, the company strategy assumed that a part of the implementation process, including development and production, will be outsourced. Unfortunately, no local partner was able to properly and in timely manner implement solutions developed by WD Retail.

The overall innovation process and quality of WD Retail offer has suffered. The process has been obstructed, delivery times have been overextended and the costs of outsourcing were impacting the solutions feasibility.





WD Retail – reacting to obstacles in innovation process



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After realizing their barriers to making its ideas and business concept feasible and effective, WD Retail invested in strengthening their abilities at each step of innovation process.

To increase its capacity, both on the front- and back-end of the innovation processes, they invested in 'in-house' production facilities, brought on-board R&D staff and increased the sales force.

That allowed the company to successfully expand its range of products, improve delivery times and improved brand recognition and market position.





WD Retail - process



SOLUÇÕES PARA PONTO DE VENDA, LDA.

To benefit from the investment in people and facilities, WD Retail needed to ensure effective process and involvement and commitment of all employees into innovation. In WD Retail weekly and daily meetings of overall staff are held to discuss improvements and ideas. All departments are also involved in defining and adjusting company strategy.

WD Retail inclusive approach to innovation goes further. It includes also involvement of customers in innovation processes. Customers are not only a common source of ideas, but also are engaged in the solutions development process.

Adjustments of the innovation process to the specific needs of their customers and sectors is a core of the WD Retail operations and the source of their competitiveness ➡





Interactive Exercise 1

- Match the elements of the discovery process with its correct phase

Defining opportunity

Defining new ideas

Developing new solution

Developing the design

Commercializing new solution

Improving new solution

Demonstrating feasibility

Discovery process

Implementation process



Interactive Exercise 2

- True or False

1. You can't be a valuable contributor to innovation if you don't contribute your original ideas.
2. To effectively innovate you should make sure that all your ideas will move from discovery to implementation process.
3. Ensuring feasibility includes verifying if the idea can be introduced to the market and if it can be profitable.
4. To provide valuable contribution to innovation employee needs to be involved in all phases of innovation process.
5. The objective of exploitation is to turn your idea into a valuable application and successfully commercialize it.
6. Front-end innovation is a flexible process that often requires multiple iterations, reevaluation of your idea, how it corresponds to the real needs of your customers and what are the concept assumptions.





Interactive Exercise 3

- Feasibility check should go beyond ensuring that something can be done. Match the complementary elements of solution feasibility with its objective:

Technical feasibility

Commercial feasibility

Market feasibility

Internal fit

verifies whether it is possible to implement and make a prototype of solution based on existing stock of knowledge, competences and existing components.

verifies whether it is possible to commercialize the product taking into account competing solutions, customers needs, interaction with other, i.e. complementary products in use, as well as availability of financial resources to develop and market the solution.

verifies the realistic potential to turn to generate sales and profit from the solution.

verifies whether the solution is in line with the company strategy and existing products.





Interactive Exercise 4

- Insert the correct word:

Will customer buy? Does the solution will provide enough value to customers that it is worth to invest in the innovation process? Or does it can be done with a reasonable budget? Are questions important within the process of IDEA SELECTION.

FAILING is an integral part of innovation process which allows learning and reevaluating your approach to find the right solution.

To bring your idea to life COMMUNICATION is a key. Reaching proper people that will enable implementation of your idea is a critical step in developing innovation.

Developing a design should consider the solution objective, as well as the required FUNCTIONS it must perform.

Defining idea for innovation can be a direct response to an OPPORTUNITY you have spotted.

IDEA SELECTION

FAILING

COMMUNICATION

FUNCTIONS

OPPORTUNITY



Interactive Exercise 5

- Select proper forms of innovation-oriented contributions:



Communicating idea for a new solution or improvement

Providing improvement suggestions to your colleague proposal

Straightforward criticizing your colleague bad idea

Suggesting a new opportunity you have noticed

Keeping to yourself your knowledge that there is a problem with compatibility of innovation idea selected for implementation with real needs of customers





QUIZ

- Choose the CORRECT answer:
 1. The discovery process focuses on:
 - looking for a new feasible solution
 - developing a prototype
 - developing a marketing strategy
 - fixing unsuccessful product
 2. The objective of innovation implementation process is to:
 - ensure that the product design covers all relevant functions
 - ensure selection of the most valuable innovation idea
 - ensure that your solution fits in your overall strategy and the product portfolio
 - ensure that customers as well as company obtain optimal benefits





QUIZ

- Choose the CORRECT answer:

3. Effective innovation requires:

- extensive financial inputs
- involvement of individuals with diversified functions, knowledge, ideas or/and expertise
- a linear innovation process
- all of the above

4. While participating in ideation workshops you and other participants will be expected to:

- Generate an extensive portfolio of ideas,
- Provide judgement to ideas of others,
- Report progress of your innovation efforts,
- All of the above.





QUIZ

- Choose the CORRECT answer:

5. Involvement of all employees is especially beneficial for companies during the:

- discovery process
- implementation process
- back-end innovation
- commercialization



Module 2

Where innovative ideas come from

Sub-module 2.1

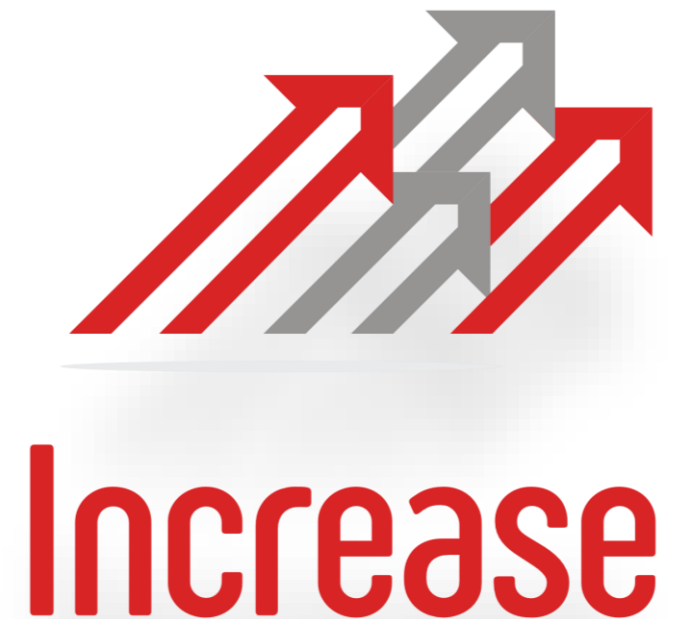
From idea generation to innovation

Interactive Training Toolkit

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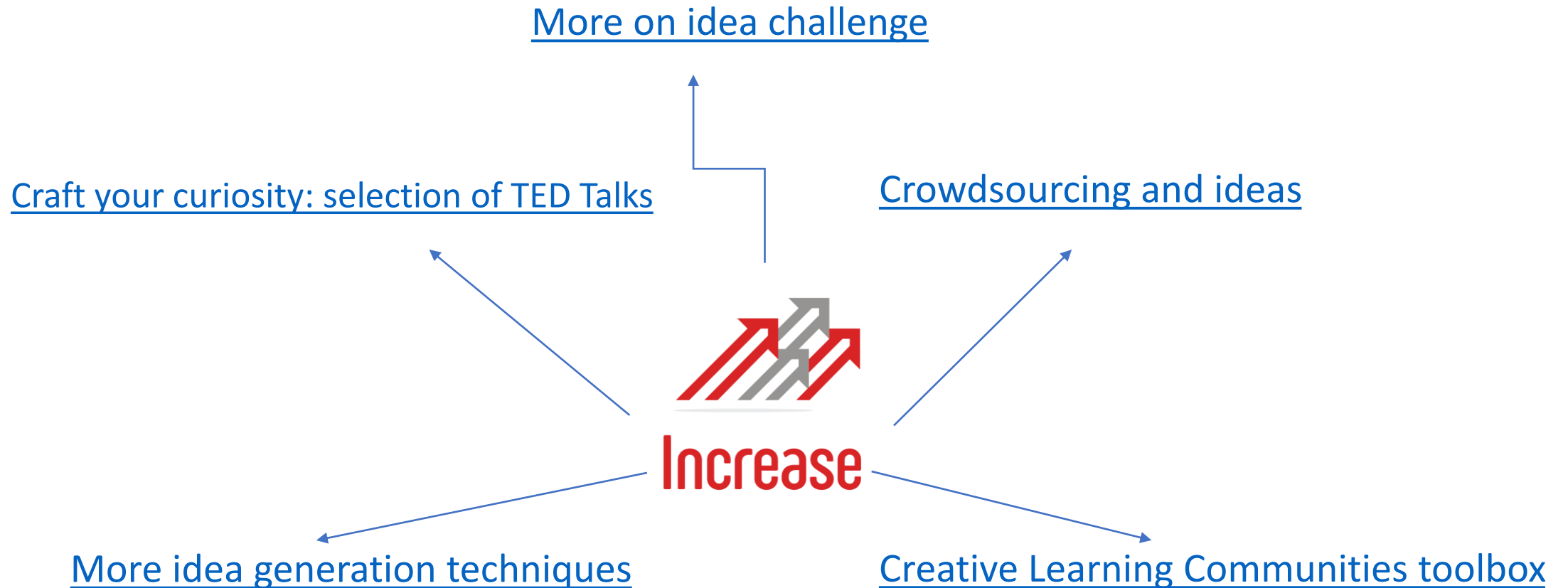
Tips and practical recommendations

- ✓ There are many techniques for idea generation and brainstorming lies in the epicentrum of any of them.
- ✓ It is recommended to use a combination of methods, techniques or tools (e.g. observation, idea challenge, SCAMPER technique) for the generation of a number of ideas.
- ✓ Logical reasoning determines the efficiency of employees to generate ideas.
- ✓ Creativity often requires interdisciplinary knowledge.
- ✓ Knowledge and know-how on the business sector are fundamental for employees to participate in idea generation.
- ✓ Behaviours more than personality impact success at the workplace.





Further development paths





Key Takeaways

From idea generation to innovation

Generating ideas is the first step to innovation.

Ideas originate from own vision, dialogues and collaboration.

Behaviours result in different ways of addressing a problem.

You can choose between different techniques for idea generation.

Interdisciplinary perspectives are central for idea generation.





Case study: My Sandwich

Striving to stay on the market, impacted by the global epidemiological situation in 2020, the company introduced deliveries for individual customers.

The food delivery service My Sandwich (translated from Polish - Moja Kanapka) was opened in February 2020. However, already a month later the operation was suspended until further notice.

A solution to the situation was the introduction of the delivery option. Customers started placing orders by phone based on a menu available on the website. The solution received positive reception and more and more products were introduced in the offer. Besides sandwiches the service started offering fresh juices, salads and yogurts.

My Sandwich survived through the 2020-2021 pandemic situation, opened up and continues to operate – thanks their ability to adjust to current market needs and being flexible in the solutions offered.

Continue to the My Sandwich [website](#) or [social media](#).





Interactive Exercise 1

Matching Drag-and-Drop:

Generating ideas

The effort to make a change

Seeking for the advice of others

- 1. is the first step to innovation.**
- 2. results from individual behaviours.**
- 3. is a way of stimulating idea generation.**





Interactive Exercise 2

Matching Drag-and-Drop:

What is the correct sequence for stimulating idea generation?

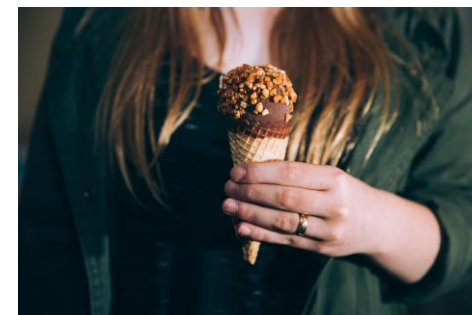
Mistake



Ideas



**Improved
choice**





Interactive Exercise 3

Matching Drop-down:

Idea challenge....

5 Step BRAVO Method....

SCAMPER technique....

- 1. relies on coming up with new creative ideas by bringing to light a problem or introducing an opportunity; ideas are generated around the problem or opportunity for a limited period of time.**
- 2. is related to the development of content ideas: combining elements to reach a connection that either you are satisfied with or that makes sense.**
- 3. is a base for problem-solving and creative thinking; it relies on adjustments to ideas, not their initial creation.**





Interactive Exercise 4

Sequence Drag-and-Drop:

What is the step by step creation of an idea challenge?

1. Picking a topic and setting goals
2. Addressing specific problems with quantifiable goals
3. Choosing the target audience based on size, reachability and relevance
4. Planning the implementation
5. Confirming time, channels and responsibilities
6. Implementing the idea challenge
7. Proactiveness in promotion and collection of ideas
8. Conclusions and reflection
9. Analyzing collected data
10. Follow-up



Quiz Question 1

Idea generation is the process of creating, developing, and communicating ideas which are abstract, concrete, but not visual.

- True
- False





Quiz Question 2

Looking for guidelines that will prove to be useful and coming up with an improvement path are ways stimulating idea generation.

- True
- False





Quiz Question 3

Innovation is a process through which an idea becomes a value.

- True
- False



Quiz Question 4

The creation of innovative ideas results from:

1. creativity
2. curiosity
3. own vision
4. dialogues
5. the environment
6. all of the above

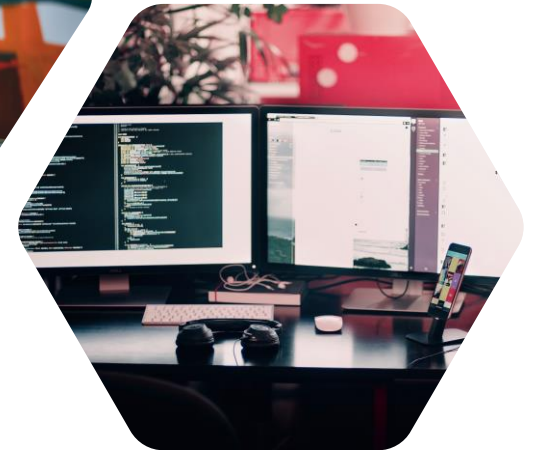




Quiz Question 5

How can you develop curiosity?

1. Do things in the opposite way.
2. Change your environment.
3. Follow your interest.
4. All the above.





Quiz Question 6

Brainstorming or mind mapping will be effective with the following activities in place:

1. reporting and communicating internally.
2. scheduling, organizing and documenting.





Quiz Question 7

An environment in favour of thinking outside the box is characterised by a combination of individual and teamwork, but with space for sharing opinions and contributing to growth.

- True
- False





Quiz Question 8

Collaborative innovation is looking for new perspectives to better understand a topic on a different level.

- True
- False





Quiz Question 9

Innovation does not impact self-development, but improves creative thinking.

- True
- False



Quiz Question 10

The exchange or collection of ideas involves offline and online forms of communication.

- True
- False



Module 2

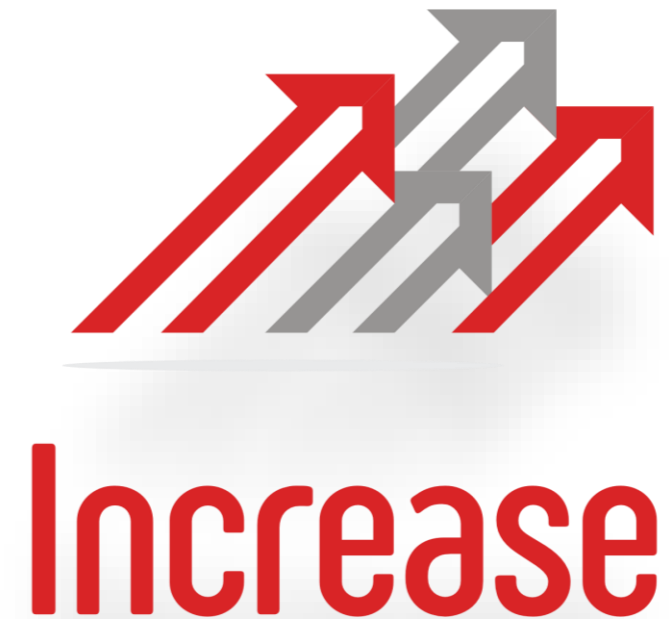
Where innovative ideas come from

Sub-module 2.2

How innovative ideas generate entrepreneurial ideas

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Tips and practical recommendations

- ✓ The assumption that each individual is an entrepreneur is correct.
- ✓ The assumption that ideas themselves will cause innovation is incorrect.
- ✓ Specific approaches should be applied to the development of entrepreneurial ideas, including analogical reasoning and geographic arbitrage.
- ✓ It is also recommended to use „business filters“ to evaluate new ideas.
- ✓ Through experimentation it is possible to validate whether the solution is innovative and useful for its target users.
- ✓ Such solutions where the customer comes first, have the greatest chance of success.
- ✓ The challenges behind an idea becoming an innovation are influenced by technology development and individual (employee or the company) barriers.





Further development paths

Idea helpers: ways to grow ideas

Innovation matrix

Innovation assessment tool



Increase

3 Steps to Edit Your Entrepreneurial Ideas

Filtering Startup Ideas

Idea killers: ways to stop ideas





Key Takeaways

Innovative ideas generate entrepreneurial ideas

Good ideas are born from need and knowledge.

Innovation in fact is invention plus entrepreneurship.

The purpose of new ideas is to improve operation.

Crucial for the growth of companies is their transformation to digital technologies.

Innovation management is key for sustaining an idea, its implementation and further development.





Case study: Lookroom for fashion

The company CinematicVR has developed a virtual reality application (VR app) for the fashion industry. It is called Lookroom. The innovative tool is aimed at designers and fashion brands who can present their collections in an interactive and realistic way. It is a comprehensive service for designers, from digitization through presentation and finally VR purchases. Thanks to this solution, the customer can visit the studio of their favourite designer without leaving home.

With the service designers can:

- ❖ Digitize their own collection using a special VR camera.
- ❖ Create a Lookroom.com account and add digitized products.
- ❖ Download a ready-made VR application for the recommended virtual reality goggles.

Watch the video to see how designers are already benefiting from the VR app.

Continue to the CinematicVR [website](#) or [social media](#).

Watch video

<https://www.youtube.com/watch?v=66FStnIssDw>





Interactive Exercise 1

Matching Drag-and-Drop

Explain what the three basic key steps to generating entrepreneurial ideas actually mean:

Research,

Brainstorming,

Need and knowledge,

- 1. which means analysis of the potential to develop and introduce an idea, including the needs, solutions and opportunities.**
- 2. point out to the market and target users' needs, and whether you have found a niche for your idea to make a difference.**
- 3. connected with developing the general idea towards a conceptual model by the engagement of individuals and teams, leading to the application of idea-generation techniques.**



Interactive Exercise 2

Matching Drag-and-Drop

Match examples of analogical reasoning and geographic arbitrage:

Analogical reasoning

Uber of babysitting

Airbnb of tools

Geographic arbitrage

**Purchasing lobster at the harbour
and selling it across the country**

**Moving to a lower-cost city or
country and working remotely**





Interactive Exercise 3

Matching Drop-down

„Technology watch”

Resources

Idea killers

Rapid development

1. **will bring to the assumption that your innovation does not have the potential to succeed.**
2. **behind an accelerated design or engineering techniques will allow to achieve the progression from an idea becoming an innovation.**
3. **can be either actions or individuals.**
4. **of digital technologies is changing the behaviour of customer expectations.**





Quiz Question 1

Innovation is the mechanism by which businesses improve their performance.

- True
- False





Quiz Question 2

The process leading to an entrepreneurial idea will only be successful when you determine at least its market, target users or effectively communicate its existence along with the benefits.

- True
- False





Quiz Question 3

Innovation is a key strategy in coping with the challenges that humanity is facing to tackle difficult situations that lack adequate solutions or require advanced approaches to meet the needs or expectations imposed by technological development.

- True
- False





Quiz Question 4

What is a basic key step to generating entrepreneurial ideas?

Research

Need and knowledge

Brainstorming

All of the above





Quiz Question 5

Ideas behind innovation are imposed by:

- personal needs.
- other situations affecting the way the society and businesses function.
- both answers are correct





Quiz Question 6

Analogical reasoning is the comparison of two objects for the projection of features from one object to another.

- True
- False





Quiz Question 7

Geographic arbitrage is the comparison of an idea from the same geographical perspective.

- True
- False





Quiz Question 8

Trial and error methods are business filters for evaluating new ideas.

- True
- False





Quiz Question 9

An innovation is always a new product, service or process.

- True
- False





Quiz Question 10

Through experimentation it is possible to validate whether the solution is innovative and useful for its target users.

- True
- False



Module 3

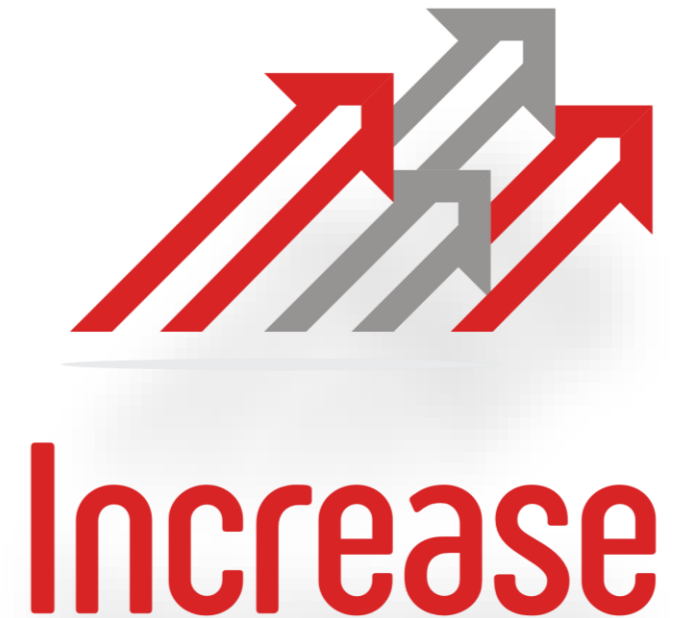
Innovation mindset and what is in it for me?

Sub-module 3.1

Innovation Mindset

Interactive Training Toolkit

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Tips & Recommendations

Finding Problems - Creative people scan their environment for potential issues, and they see this as time well spent. Look first for problems and potential issues that interest you. These are the things you'll be most motivated to pursue when you're learning to solve problems creatively.



Gathering and Reflecting on Information - Allowing ideas to turn around in your mind without thinking about them consciously. Step away from the problem for a while and allow new thoughts and ideas to enter your mind.



Problem Exploration - Often, the initial problem that you identified will turn out to be a symptom of a deeper problem. That's what creative problem exploration is all about – being open to all ideas and possibilities.



Generating and Evaluating Ideas - Obviously not all of the ideas you have will be practical or possible. So, as part of this step in the creativity process, you need to decide which criteria you'll use to evaluate your ideas.



Implementation - Truly creative people recognize a good idea and run with it. Once you bring one idea through to successful implementation, you'll be motivated and inspired to repeat the process again and again!



Further development paths

- The article proposes a method and a tool relevant for the measurement of Innovation Mindset. The results of the survey are aimed to measure whether entrepreneurial behaviours can be learnt <http://scet.berkeley.edu/wp-content/uploads/BII-ICE-paper-V10.pdf>
- Jeff DeGraff is an advisor to Fortune 500 companies and a business professor at the University of Michigan. Check his impressive collection of resources and much more [Resources - Innovation game – Ericsson](#)
- If you are curious to find out more about your potential, take *The Creative Mindset Quiz* [Online Survey Software | Qualtrics Survey Solutions](#)
- Innovation is presented as a three-phase process consisting of initial challenge or problem, generation of ideas and solutions, and taking action [Mindset for Innovative Thinking — Innovation Training | Design Thinking Workshops](#)
- If you are interested to develop your innovation skills and learn to innovate at a higher level, we recommend you this collection [Innovation Courses - Innovation Courses, Seminars, & Online Workshops](#)
- Find out the prerequisites for making innovation happen [5 ways to master the new innovation game – Ericsson](#)
- To understand better the openness to change, please watch <https://youtu.be/uyZgtRjGHZQ>
- The video entitled “Innovation Driven” simplifies the complex process of innovation <https://vimeo.com/11485722>

Key Takeaways

- Innovation is about mindset, so ask yourself what it takes to be innovative.
- Incorporate innovation into your life, just like any other wanted behavior.
- Learn and practice self-leadership skills.
- Keep track of change and new phenomena. Predict possible consequences and be ready.
- Avoid attachment to ideas! Instead, generate new ideas and keep an innovation diary.
- Welcome change into your life and undertake the emotional inner journey.
- Avoid feeling powerless to take risks!
- Surround yourself with innovative minds and avoid solitude.
- Consume art. It is healing, disturbing, provocative and disruptive. Art can be a powerful catalyst for innovation.
- Think big: Why? Why not? What if?
- Say NO to habits! One day each week, make a conscious change.
- Check compatibility between your newly acquired mindset and the company's openness to support your growth.



Think
BIG





Case study – ASSIST Software

Our success is our staff!

ASSIST Software is Romanian company based in Suceava, activating in the IT&C industry. ASSIST Software specializes in outsourcing software development projects. Based in Eastern Europe, they are operating in a challenging economy that has created a fertile environment for Information Technology and business outsourcing. ASSIST Software delivers consistent results in a variety of areas such as in mobile and web-based custom business applications, e-commerce, e-payment, e-security, e-health, enterprise resource planning and in the entertainment and gaming industries.

**ASSIST**

Innovative Software Solutions
for Your Business

web

www.assist-software.ro

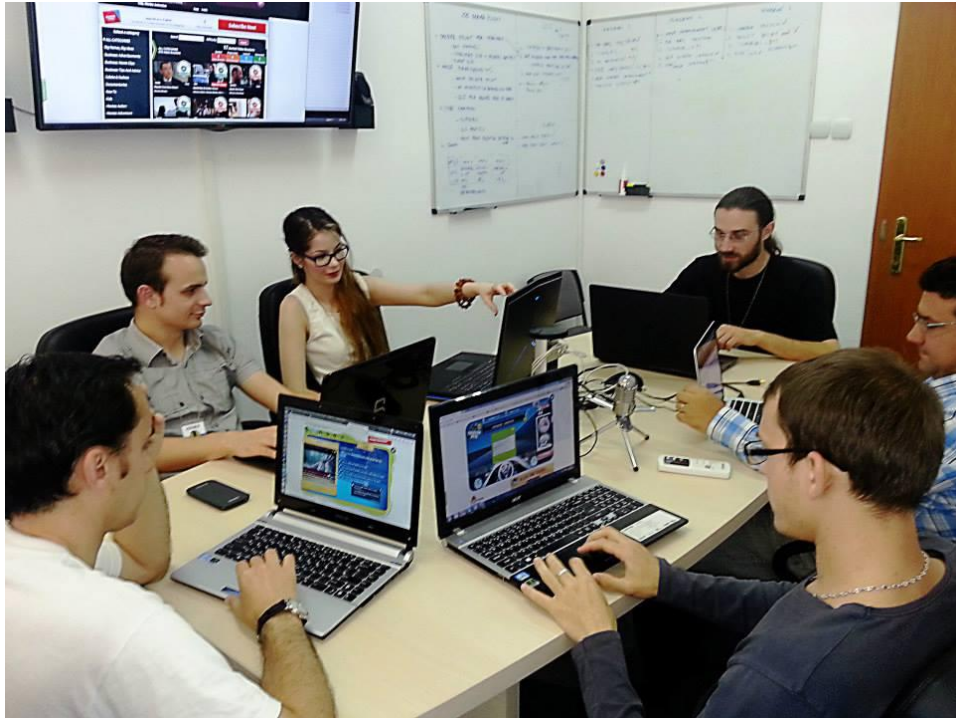
twitter

[@assist_software](https://twitter.com/assist_software)

email

info@assist-software.ro

Case study - ASSIST Software



The company has a **unique staff approach** which is aimed at fostering innovation and creating genuine innovation culture because they understood that success is brought by them. Consequently, they value their employees and their unique life stories, which matter equally. They truly believe that the success key is learning from others' life experiences.

When a project has a very difficult technical challenge that cannot be solved by the people allocated in the project or requires some out-of-the-box thinking they make it public to the entire company and add a bounty to it, a material prize. Employees tend to participate with much enthusiasm not necessarily for the prize itself but more for the challenge of finding a difficult solution nobody in the company was able to find. This has proven as an amazing tool for motivating people to solve the most difficult challenges.



Case study - ASSIST Software

The company created safe and inspiring organisational climate by applying an employee-oriented strategy based on:

- opportunities, events, activities especially designed for generating and promoting innovative ideas.
- weekly presentations (“Play&Learn”) where employees showcase interesting ideas, projects, technologies, experiments, methods, etc.
- technical workshops/hackathons with the team leaders around each specific technology to push the limits for that technology, experiment with it in unusual circumstances or debate over it.
- monthly competition called Codecraft which focuses on pushing the limits for specific programming areas with specific creative technical challenges which are designed by employees.
- for hours every week for each employee to work on anything they want. They experiment with new technologies, create small prototypes, try new things, learn new skills.
- o various outdoors initiatives to support local communities or to create awareness regarding sensitive public issues.

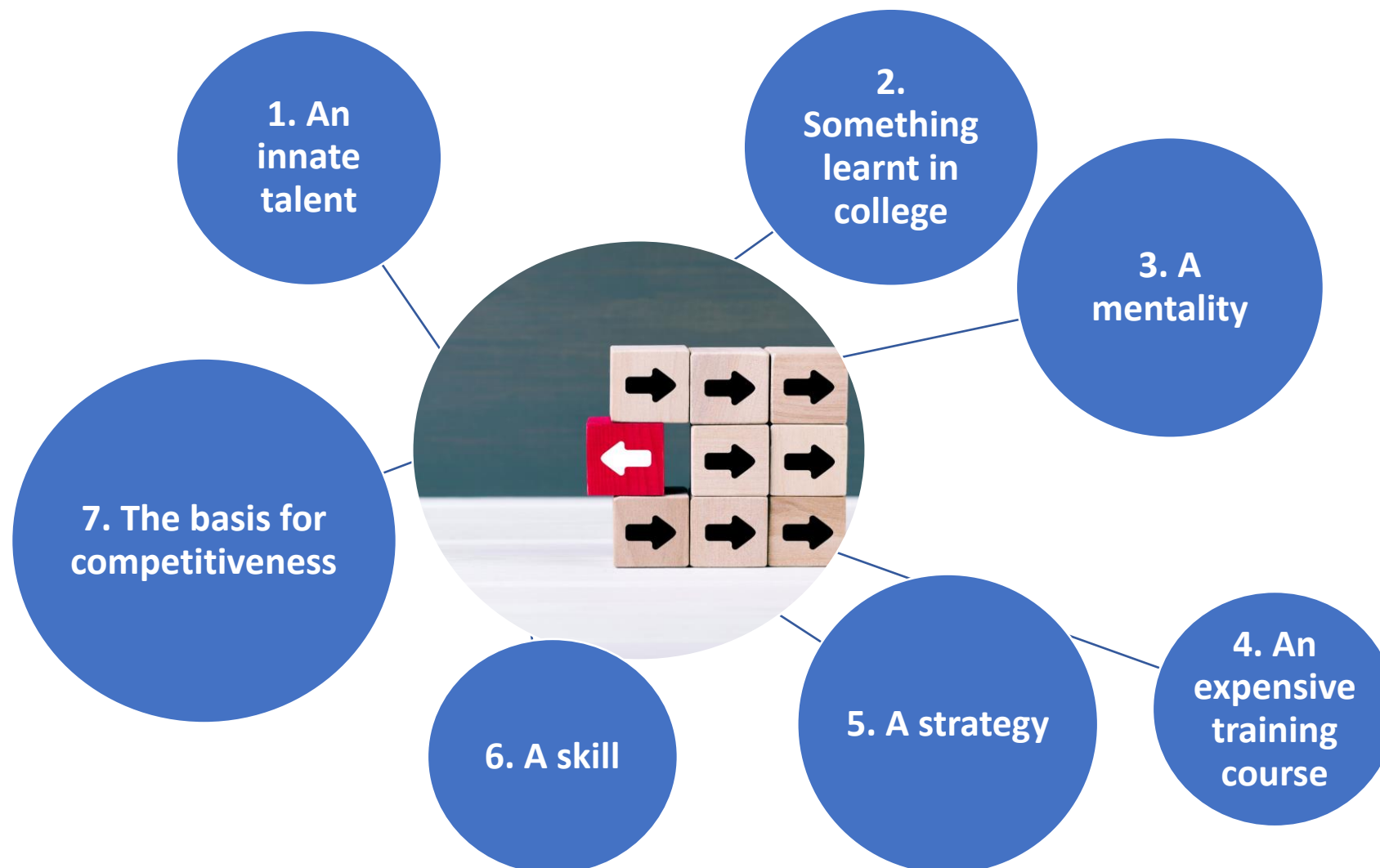
Case study - ASSIST Software



The most representative project part of the innovation programme is the **Best Innovative Minds** competition which is organized every year and is aimed at the employees of the company. The whole purpose is for the employees to come up with innovative ideas for existing projects, or ideas of new projects that ASSIST could benefit from in any way. The prizes for this competition are substantial and the number of participants is considerable. Every year we have 80+ participants pitching their ideas. The top ideas are selected by a mixed panel between professors from the local university and senior employees from ASSIST. The finalists need to form teams and build prototypes which can be presented and demonstrated during the final. The company implements the finalist ideas either as internal products or by finding external funding opportunities.

Interactive Exercise 1

What is Innovation mindset? Choose the correct answers:





Interactive Exercise 2

Match the skills on the right with the appropriate category on the left:

Organization skills

Affective skills

Reflective skills

1. Manage time

2. Positive thinking

3. Consider implications of choices

4. Plan

5. Perseverance

6. Be a flexible learner

7. Identify strategies and take action

8. Mindfulness

9. Identify areas of growth and improvement

10. Select and use technology productively

11. Self-motivation

12. Develop new skills and strategies

Quiz 1

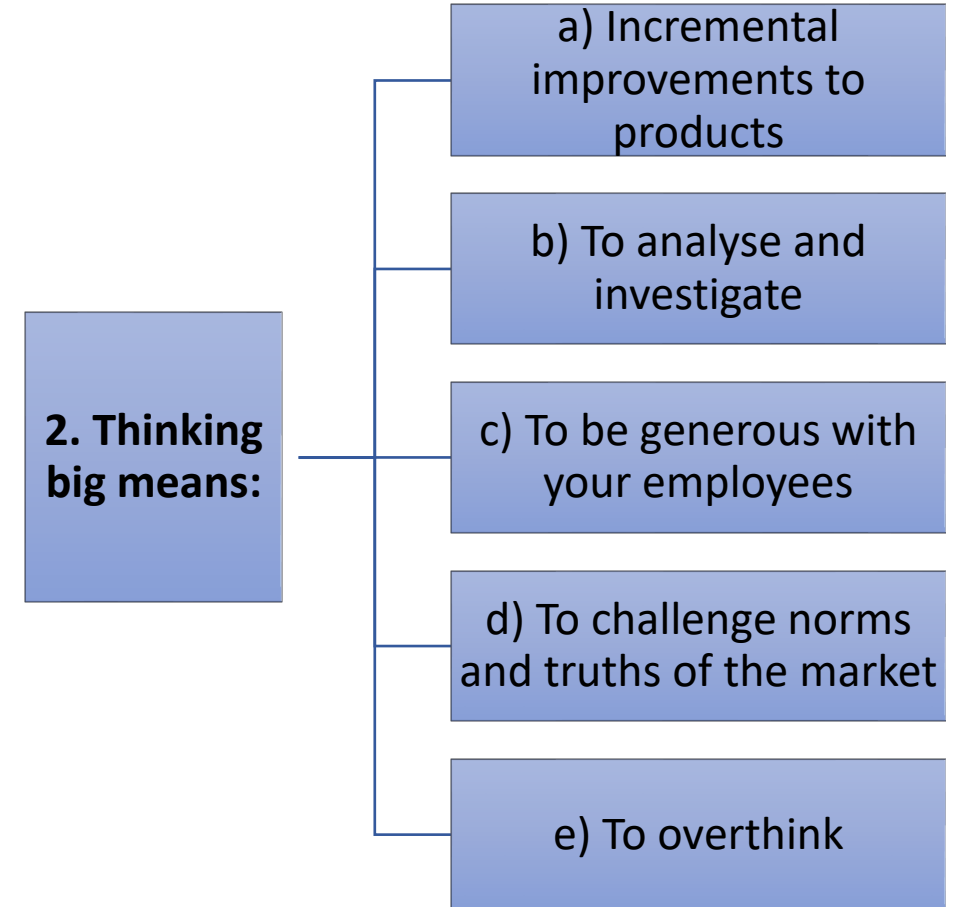
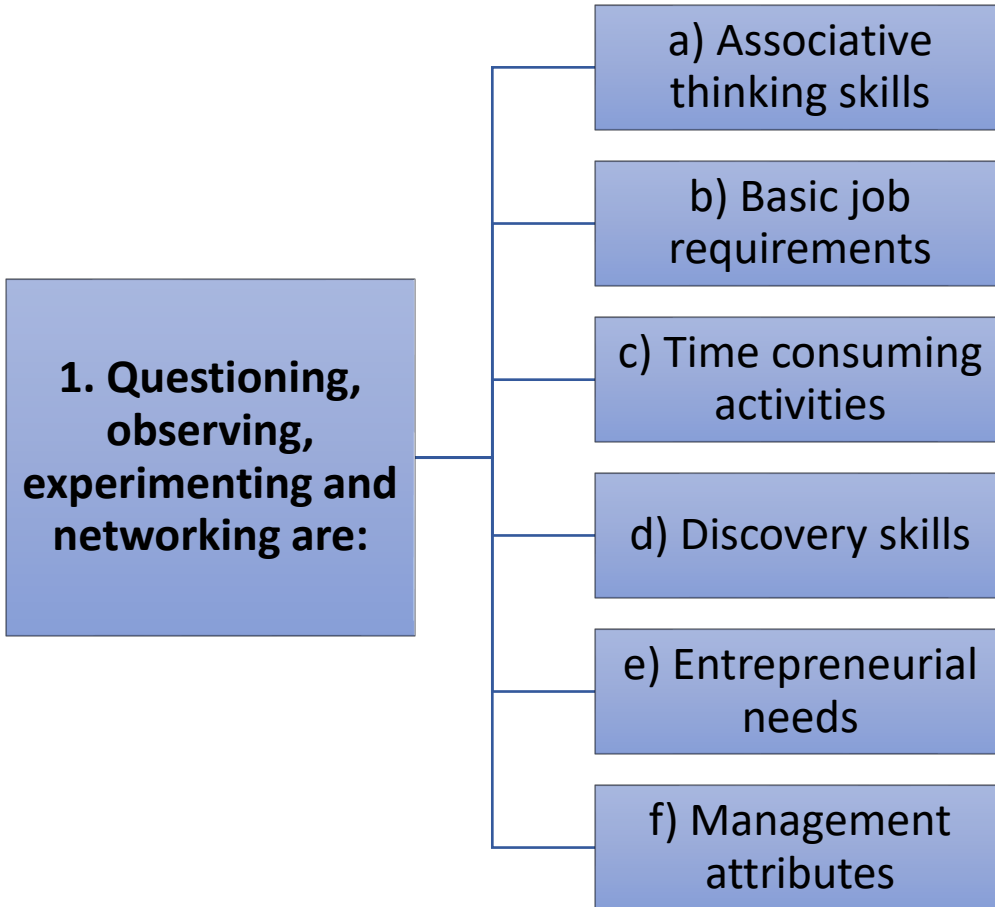
Consider the following statements about The Kubler-Ross model.
Mark each statement as True or False:

- Improves profit
- Applies to personal and professional life
- Helps someone to find a better job
- Provides networking opportunities
- Reflects emotional reaction to change
- It is a team-building strategy
- Explains behaviour of employees



Quiz 2

Choose what you find appropriate in each case below:





Quiz 3

Choose the main ingredients of innovation mindset:

1. Speed of
thought
and action

2. Self-
esteem

3. Empathy

4.
Openness
to change

5. Courage
to take risks

6.
Perfection

7.
Teamwork
skills

8 Creativity



Quiz 4

Evaluate your innovative potential and consider the statements below. Score yourself. The maximum is 50 points.

1. I want to progress in life. Score:

2. I am open to the world around me. Score:

3. I continuously get fresh insights. Score:

4. I continuously see opportunities and get new ideas. Score:

5. I put a lot of effort in realising my new ideas. Score:

Now, calculate your total score and see where you are:

40 or more: WoW, you really have an innovative mindset.

31 to 40: You have an innovative mindset.

21 to 30: You can improve your innovative mindset.

20 or less: You can definitely improve your innovative mindset.

Module 3

Innovation mindset and what is in it for me?

Sub-module 3.2

Innovation Cultures

Interactive Training Toolkit

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Tips & Recommendations

Innovation=change is perceived as the application of **creativity=using ideas**.

Start small and slow!

Question everything, at least a couple of times!

Innovation is not instantaneous or striking!

The key to success is outside your company!

Failures may be muses, so let yourself inspired by them!

Recognize and award innovation mindset!

Learning is more important than knowing!

Focus on co-creation! Watch the world around and pay attention to it!

Valuing your customers always pays off.

Encourage risk taking and accept failure for the sake of creativity!



Further development paths

- Customer experience has fast become a top priority for businesses and 2021 will be no different. You can find the results of a survey regarding the number one priority for 1,920 business professionals. [37 Powerful Customer Experience Statistics to Know in 2021 \(superoffice.com\)](#)
- Many executives want their companies to be more innovative. A new assessment tool can help pinpoint your company's innovation strengths and weaknesses. [How Innovative Is Your Company's Culture? \(mit.edu\)](#)
- An academic case study on Innovation Management [https://www.slideshare.net/hassansaifkhan/innovation-management-case-study](#)
- Innovation Arts is a globally-recognised hybrid strategy consultancy and design agency and their site offers valuable insights and innovative approaches to support employees and companies to grow [Homepage - Innovation Arts \(innovation-arts.com\)](#)
- A full text article on Creativity and Innovation, Rewards and compensation management on Research Gate. [https://www.researchgate.net/publication/337195974_Creativity_and_Innovation_in_Reward_Compensation_Practices](#)
- Today's dynamic business environments demand something more flexible than traditional, stable teams - they require teaming. [What is Teaming? Amy Edmondson | Harvard University – YouTube](#)
- [How Leaders Make Teaming & Innovation Possible - YouTube](#)



Key Takeaways

- Innovation is the application of creativity which means bringing about change by using ideas.
- Look for the right work environment but don't settle easily!
- Innovation is not instantaneous or striking.
- Choose your team carefully because teams are judged by their capacity to do something radically different.
- Innovation needs managers who embrace the unknown.
- Failure can be the ultimate learning experience for you and for your company.
- Look for connections and create networks!
- Comfort will not lead you anywhere further, so you need to continue to learn no matter what.
- Consider discovering and embracing your clients.



Case studies

We invite you to take a look at the selection of case studies of innovation developed by well-known and successful companies from all over the world. You will recognize brands and you will be able to identify principles and strategies that were introduced to you in this course. The types of innovation address **Profit Model, Network, Structure, Process, Product Performance, Product System, Service, Channel, Brand, and Customer Engagement.**

[Ten Types of Innovation: 30 new case studies for 2019 - Idea to Value](#)

- 1) **Profit Model:** How you make money (**Fortnite** – Pay to customise, **Deloitte** – Value sharing, **Supreme** – Limiting supply)
 - 2) **Network:** How you connect with others to create value (**Microsoft** – launching on competitors platforms)
 - 3) **Structure:** How you organize and align your talent and assets (**Perpetual Guardian** – Four-day working week, **Netflix** – Unlimited Vacations, **WeWork** – Leveraging other companies' hard assets)
 - 4) **Process:** How you use signature or superior methods to do your work (**Amazon Web Services** – opening internal technology to third parties, **AliExpress** – Making everyone a Shop Owner)
 - 5) **Product Performance:** How you develop distinguishing features and functionality (**Gorilla Glass** – Changing chemistry to improve smartphone durability, **Lush Cosmetics** – Removing what people don't want anymore)
 - 6) **Product System:** How you create complementary products and services (**Airbnb** – Expanding into experiences)
 - 7) **Service:** How you support and amplify the value of your offerings (**Kroger** – Smartphone grocery scanning)
 - 8) **Channel:** How you deliver your offerings to customers and users (**Dollar Shave Club** – Direct to your door)
 - 9) **Brand:** How you represent your offerings and business (**Gillette / Nike** – being willing to lose customers who don't align with purpose, **Burberry** – modernising a classic brand)
 - 10) **Customer Engagement:** How you foster compelling interactions (**REI** – closing their stores on the busiest shopping day)
- It can happen to you on condition that you keep focused and embrace innovation mindset!



Interactive Exercise 1

Match the reward category on the left with the appropriate type of reward on the right:

**Indirect Compensation
Alternatives**

**Non-financial
compensation**

**Direct Compensation
Alternatives**

1. Flexible working schedules

2. Basic Pay

3. Alternative Work Schedules

4. Use of company's vehicle

5. Incentive Pay

6. Developmental Opportunities

7. Insurance

8. Benefits

9. Work/Life Balance

10. Paid leave

11. Variable Pay

12. On-the-job Training

Interactive Exercise 2

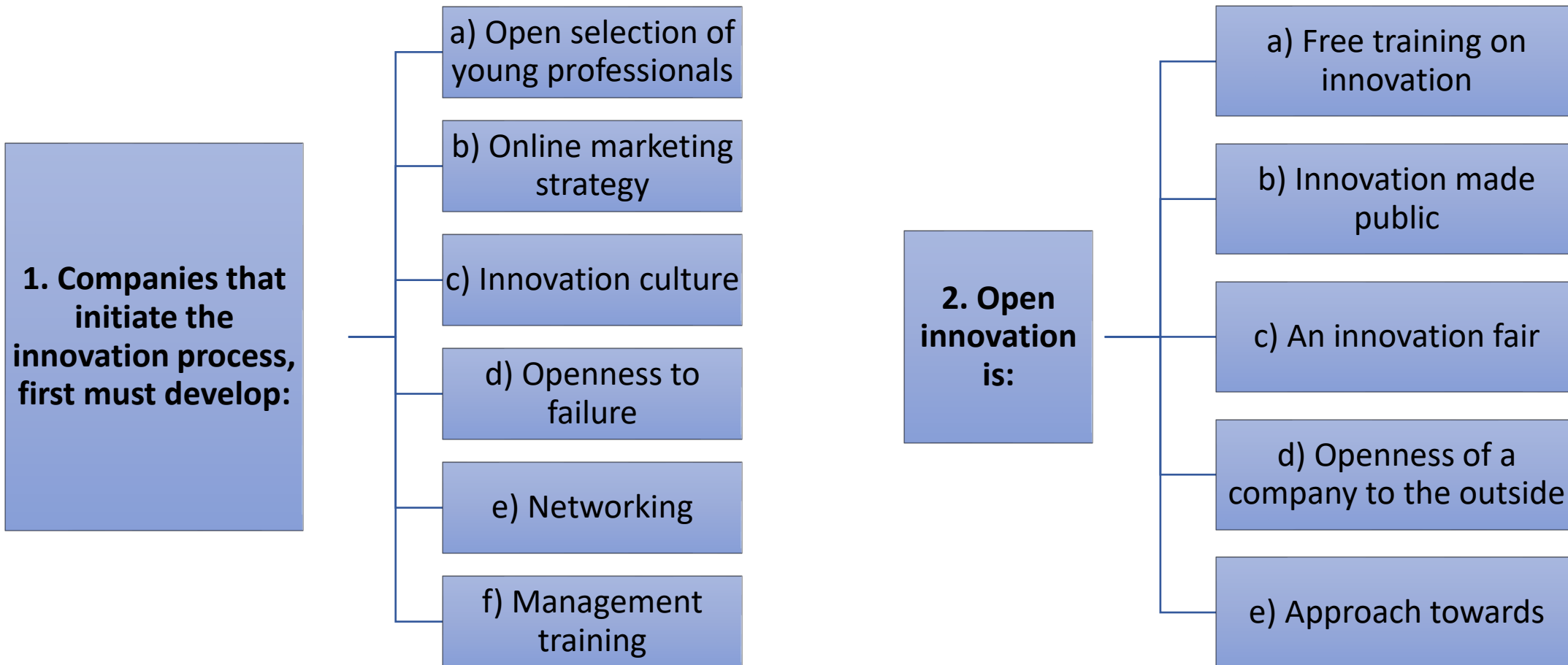
Choose what you think companies must do to support and grow innovation:

- 1.Hire more staff
- 2.Increase salaries
- 3.Create appropriate innovation culture
- 4.Fire old staff
- 5.Change marketing strategies
- 6.Focus on their clients
- 7.Hire a specialist in innovation
- 8.Encourage risk taking
- 9.Participate to innovation fairs



Interactive Exercise 3

Choose what you find appropriate for each of the two statement:





Interactive Exercise 4

What does Risk Taking imply?

1. Criticizing
and punishing
employees

2. Trying crazy
ideas

3. Hiding or
keeping
failures secret

4. Learning
and gaining
knowledge

5. Waste of
money and
time

6. Driving in
progress and
development

7. Losses and,
eventually,
failure of the
business



Quiz 1

Decide whether the following statements are true or false:

TRUE/FALSE

- Growth happens when companies realize that it is all about right identification of their limits and needs.

TRUE/FALSE

- The brightest ideas are those that are analysed and processed long.

TRUE/FALSE

- Innovation needs managers who embrace the unknown and do not search for confirmation.

TRUE/FALSE

- Learning is never more important than knowing.

TRUE/FALSE

- Teams do not have to be judged by their capacity to do something radically different.

TRUE/FALSE

- Good interaction with the customer has no contribution to the success of the company.

TRUE/FALSE

- The potential of a company as co-creating partner is a good prediction criterion for their future success.

TRUE/FALSE

- You must be able to take a decision only if you know all the answers.

TRUE/FALSE

- Customer experience overtakes price and product as key brand differentiator.

TRUE/FALSE

- A company focusing only on the inside issues is the place where innovation mindset will be valued.



Quiz 2

Increase

To evaluate your innovative mindset, we invite you to take the Quiz below. If you strongly agree with the statement, give yourself a 10. If you strongly disagree, give yourself a 1 or 2.

1. I show initiative at work and I take opportunities.
2. I can easily see the “big picture” in what I am doing.
3. I motivate myself to think big and and practice it constantly.
4. I like to lead initiatives and to get involved in new projects.
5. I always have in mind the goals of my organization.
6. I collaborate easily with people in my company.
7. Serving the end user (internal or external customer) is my priority.
8. I identify ways to undertake the customer’s problem.
9. I usually take planned risks.
10. I perform well in cross-functional teams.
11. I see many obstacles when achieving my aims.
12. I am at ease with feedback and use it for improvement.
13. I am idea-oriented and try to create new opportunities.
14. I value networks and try to exploit the benefits.
15. I persuade others easily and manage to impose my ideas.

Results

Congratulations if you scored **120 or higher!**

If you scored **90 to 119**, you are doing better than most of your peers, but you need more skill practice to do.

If you scored **below 90**, cheer up! These are new skills for many around you, so take your time and keep improving! Soon, you will be there!

Module 4

How to communicate and lobby for ideas?

Sub-module 4.1

How to communicate ideas effectively and clearly

Interactive Training Toolkit

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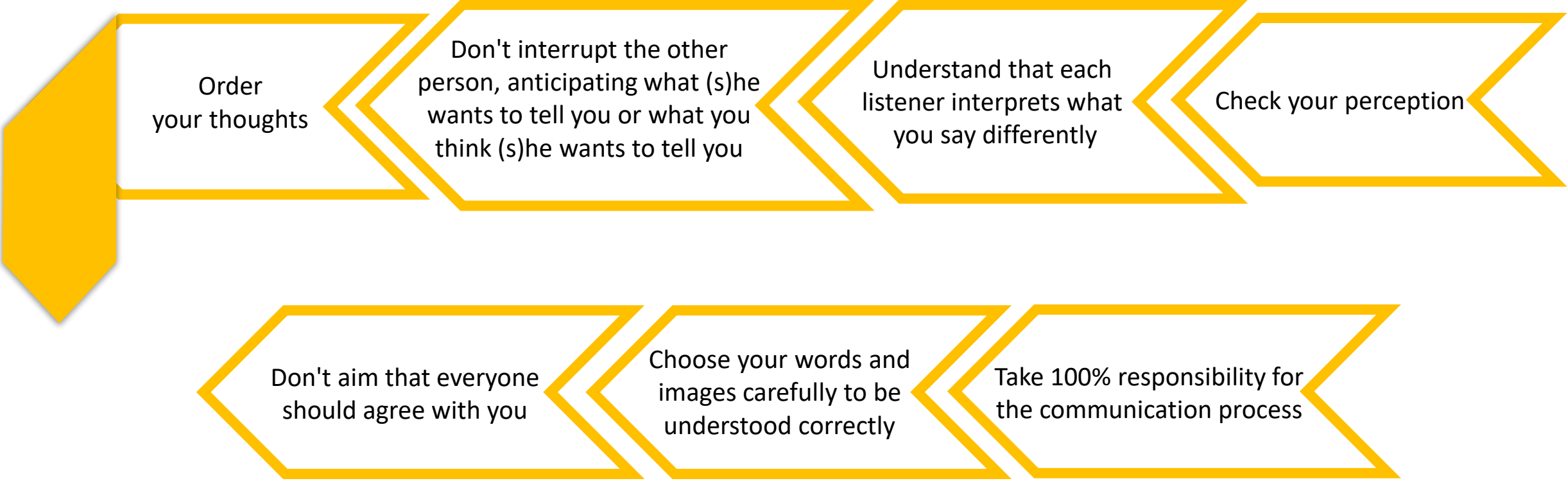


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Tips for communicating innovative ideas effectively

Effective communication is like a dance, in which the ideas of the two come together, separate, and come together and intertwine in an elegant and harmonious movement.



Order
your thoughts

Don't interrupt the other
person, anticipating what (s)he
wants to tell you or what you
think (s)he wants to tell you

Understand that each
listener interprets what
you say differently

Check your perception

Don't aim that everyone
should agree with you

Choose your words and
images carefully to be
understood correctly

Take 100% responsibility for
the communication process





Tips for communicating innovative ideas effectively

Make sure your body language matches the message you are expressing verbally

Understand that facial expressions and gestures have a major impact

Periodically ask questions to make sure you understand what you are being told

Let those you talk to finish what they have to say before rushing with your own interventions

Show appreciation for the opinions of others

Pay maximum attention to those you talk to

Tolerate opinions that differ from yours

Understand that facial expressions and gestures have a major impact



Further development paths

- **How to Win Friends and Influence People, by Dale Carnegie:** Learn the six ways to make people like you, the twelve ways to win people to your way of thinking, and the nine ways to change people without arousing resentment.
- **The Definitive Book of Body Language, by Allan and Barbara Pease:** Filled with fascinating insights, humorous observations, and simple strategies that you can apply to any situation, this intriguing book will enrich your communication with and understanding of others—as well as yourself.
- [Myers-Briggs Test](#): Learn more how you react to both anticipated and unexpected situations. Gain valuable understanding into how you make adjustments according to the circumstances at hand.
- [How to speak so that people want to listen, TED Talk](#): Have you ever felt like you're talking, but nobody is listening? In this useful talk, the sound expert demonstrates the how-to's of powerful speaking -- from some handy vocal exercises to tips on how to speak with empathy. A talk that might help the world sound more beautiful.
- [Communication skills](#): This page provides an introduction to communication skills
- [Explore Dale Carnegie Blog](#): Resources to supplement your training, as you further develop the skills to become a better, more confident, and more effective version of yourself



How to communicate ideas effectively and clearly

Key Takeaways

Be clear & direct

Check your perception
and don't jump to
conclusions

Control your
nonverbal
communication

Listen attentively and
give constructive
feedback

Be assertive

Manage your image,
credibility and the
impression you
leave on others

Be open to receiving
feedback



Case Study

CONTEXT

ALMA VENDIS ADG was established in 2015, in Curtea de Arges, Romania. Its main activity is the production of textile garments for women. The company is now employing 20 persons.

The company produces an entire range of textile garments, in medium and small series. It works with all types of fabrics and it has collaborations with companies specialized in the production of printing, embroidery and dyed fabrics. They work in a drop shipping system and the whole process is rigorous and transparent.

“We are using WhatsApp groups on different fields of activity in order to engage employees in innovation process within the company.”

There are four groups currently active in the company: for the production line, for the online order line, for the distribution line and for the Covid-19 garments production line. Only people (different level managers and workers) related to that specific field of activity are added to each group. Any problem that arises during the activity is discussed within the group and everybody comes with solutions.

Any idea or suggestion proposed by an employee is analysed, other opinions are asked from the rest of the group, researches are made and if the idea proves to be good, it is accepted.



Increase

Case Study

Covid-19 pandemic was not beneficial for ALMA VENDIS ADG and the company's forecasts were not exactly good. They decided to start to produce masks for protection against Covid-19. But, they had no experience in producing masks and they struggled to find the correct materials.

PROBLEM

Ana, one of the workers had an idea and communicated it to the management: to use a type of fabric that was in stock. She presented the benefits of her idea: they had the material in stock, the material provided protection and they could place immediately an order for more fabric.

After internal tests the material proved to be very good. ALMA VENDIS ADG obtained the necessary official approvals for the mask. An order for more material could be placed before other competitors and before the market started to lack the respective material.

The production of masks made the difference between unemployment and employee retention and allowed ALMA VENDIS ADG to continue their activity.

SOLUTION

“Effective teamwork begins and ends with communication” (*Michael William Krzyzewski*).

An idea communicated accurately and clearly might save your job and the company you are working for.

LESSONS LEARNT



Interactive Exercise 1



Find the correct word for the next phrases:

1. Sender transforms the thoughts into a that can be sent.
 - ☐ Gift
 - ☐ Parcel
 - ☐ Message

2. Receiver interprets sender's message with as little as possible.
 - ☐ Distortion
 - ☐ Reaction
 - ☐ Respect



Interactive Exercise 2



Drag and drop

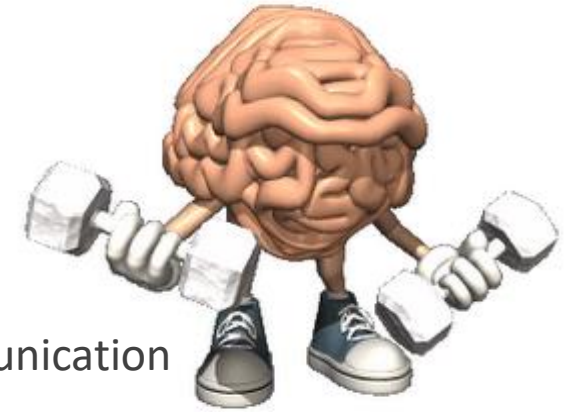
Fill in the blanks dragging the correct words: MISUNDERSTANDINGS, PERSONAL, BARRIERS

The process of communication has multiple A) The intended message is often disturbed and altered leading to B) and failure of communication. Barriers in communication can be physical, C), semantic.





Interactive Exercise 3



1. Out of the four ways listed below, choose which is not a way to overcome communication barriers:

- Active listening
- Use racist and sexist terms
- Mind the body language
- Verify your perception

2. Which is not an IMPORTANT CHARACTERISTICS OF COMMUNICATION:

- It is a 2-way process.
- Communication process happens between or among two or more parties. (Sender and Receiver)
- Communication involves exchange of ideas, feelings, information, thoughts, and knowledge.
- Communication does not involve mutuality of understanding between Sender and Receiver.



Interactive Exercise 4

Flashcards

Match the descriptions to the different ways to solve interpersonal problems and convey ideas:



A) Submissive



B) Assertive



C) Aggressive

1. Receptive to the needs of others, respects both own and others' rights

2. Offends and doesn't respect other's rights

3. Humble, submissive and denies own rights





Interactive Exercise 5

True/ False?

1. The ability to listen is an innate quality
2. Listening is an active process
3. If you understand the idea, you no longer need to listen carefully to the speaker
4. You must keep the idea you communicate as simple as possible
5. It's rude to take notes when someone talks to you. It is as if you do not respect her/him, and the interlocutor thinks that the other is taking notes to avoid looking at her/him.





Quiz

Choose the correct answer:

Question 1: Communication is:

- a) **A two-way process of conveying information between two or more people**
- b) A way of giving orders
- c) Accepting to listen to what you are ordered to do, without asking questions or giving feedback
- d) Imposing your point of view, no matter what
- e) None of the above

Question 2: Barriers keep us from understanding other's ideas and thoughts.

- a) **True**
- b) False

Question 3: The verbs to listen and to hear are synonymous

- a) True
- b) **False**



Quiz

Question 4: In effective communication:

- a) You need to aim that everybody should agree with you
- b) You need to take 100% responsibility for the communication process
- c) Once you said something, it should be understood and followed by the others
- d) Gestures and facial expressions have no impact

Question 5: Being assertive means

- a) Defending personal rights appropriately, without violating another person's rights
- b) Trying to please everybody
- c) Defending personal rights, without caring about the others
- d) Giving evaluative comments to everything what it is said

Question 6: A way to identify when people are interested in a topic you are talking about is:

- a) They are looking at their watch
- b) They change the subject
- c) They ask questions for more information
- d) They yawn





Quiz

Question 7: All of the following are examples of effective communication skills except:

- a) Open body posture
- b) Arms crossed
- c) Eye contact
- d) Calm voice



Module 4

How to communicate and lobby for ideas?

Sub-module 4.2

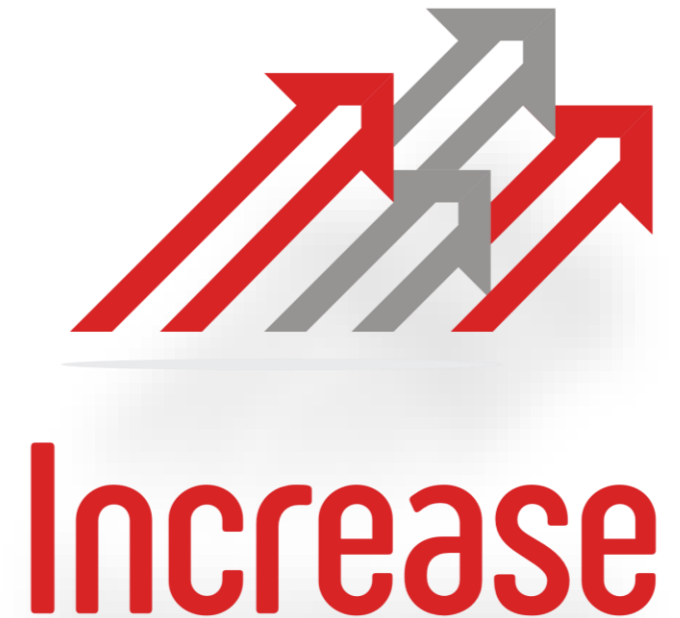
How to lobby for innovative ideas

Interactive Training Toolkit

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Tips and practical recommendations



Connect



Use positive body language



Be clear and concise



Be genuine and honest



Ask questions



Recognize that timing is everything



Practice empathy



Be consistent and persistent



Be pushy



Be shy



Take feedback personally



Be afraid of adapting/ changing your idea



Ignore people's opinions



Go alone for your idea and don't accept alliances



Be inattentive to your colleagues



Increase

Further development paths

- **Unlimited Power: The New Science of Personal Achievement**, by Tony Robbins: *Unlimited Power* is a revolutionary fitness book for the mind. It will show you, step by step, how to perform at your peak while gaining emotional and financial freedom, attaining leadership and self-confidence, and winning the cooperation of others.
- **The Art of Talking So That People Will Listen: Getting Through to Family, Friends & Business Associates**, by Paul Swets: Talking comes naturally...but getting people to listen is an art. This brand-new guide provides you with practical, proven strategies for mastering the art of effective, persuasive communication the--skill most essential to your enjoyment of other people and the achievement of personal success
- [5 Whys: Getting to the Root of a Problem Quickly](#): In this article and in the video, you will find out about the 5 Whys technique (sometimes known as 5Y). This is a simple but powerful tool for cutting quickly through the outward symptoms of a problem to reveal its underlying causes, so that you can deal with it once and for all.
- [8 Steps To Problem Solving](#): This is a simple eight step method for systematic problem solving. By solving problems in an orderly way, you can dramatically increase the power of your thinking.
- [5 Tips to Help You Make the Perfect Pitch to Your Boss or Team](#): Presenting to your boss can be an intimidating experience. Here are some tips to make sure your pitch is perfect.
- [Effective Persuasive Communication](#): The ability to persuade is crucial in the business world. On a day-to-day basis, you need it to convince employees to work toward company goals or to persuade colleagues or clients to consider your ideas and suggestions.



How to lobby for innovative ideas

Key Takeaways

Establish credibility

Make your voice
effective

Be confident

Really listen

Be clear and concise

Build alliances



Increase

Case Study

CONTEXT

SUPER LACTIS was established in 2005 and started to operate in 2007, in Feleacu Commune, in the metropolitan area of Cluj-Napoca, Romania. Its main activity is the production of dairy products and fondant cheeses. The company is employing 15 persons. Made according to a traditional French recipe, La Colline dairy products are premium products obtained from goat's milk, lactic ferments, curd and sea salt to which carefully selected spices or truffles are added for refined products.

“We are constantly looking for those innovative minds and those employees with an appetite for study and research, trying to stimulate them, so as to generate productive ideas.”

Innovative ideas that come from employees are discussed and, depending on their opportunity and effectiveness, they are either put into practice or retained until the right context will allow for their development. At the company level, employee initiatives and innovation are encouraged.

The company's management also accepts the fact that sometimes employees are better and more skilled in technology than managers. Therefore, they are given freedom of decision, which gives them self-confidence and brings very good results.



Increase

Case Study

INNOVATIVE IDEA

George, an employee of the company had the idea to diversify the dairy products and to produce goat milk yogurts, besides the goat milk cheese. The cow milk yogurts were well received by the market

LOBBYING FOR INNOVATIVE IDEA

Knowing that his great innovative ideas might not be taken into consideration if he would not try to persuade and influence the actions or decisions of management, George started to prepare his innovative idea presentation to the management. First he thought of the ACTION he would like to be taken (to start the production of yogurt). Then he listed the ADVANTAGES of his idea: his idea ladders up to larger business goals and objectives, like answering to the customers' needs, improving customer satisfaction, increasing revenue etc. Thirdly, he thought of the SCENARIO for his presentation.

He discussed with his direct boss about CHOOSING THE RIGHT TIME for the team consisting of the Company's Administrator, the technologist, two appropriate colleagues, the heads of departments etc. to be gathered in order to be presented his idea and to analyse it in terms of creativity, viability and real efficiency.

He presented the idea to the team and ...

... Yogurts were introduced into production, after appropriate tests and approvals.



Case Study

LESSONS LEARNT

“It's much easier to be convincing if you care about your topic. Figure out what's important to you about your message and speak from the heart.” (*Nicholas Boothman*)

Making your voice effective when you have an innovative idea might raise your income, as well as it might strengthen the market position of the company you work for and, implicitly, provide security for your workplace.



Interactive Exercise 1



Drag and drop

Choose what best matches each gap:

DEVELOP

COMMUNICATING

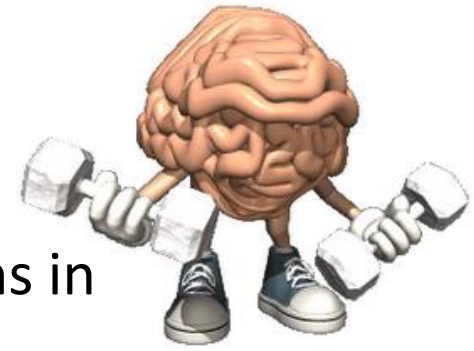
OFFER

PERSUADE

*“You can have an idea or a product that can change the world, but without the power to
A), you have nothing. B) what you have to C) is what life is all about. It’s
the most important skill you can D)”*



Interactive Exercise 2



Match the steps of the Cycle of Principles of Lobbying with the descriptions in the next column:

1. Be clear about what you want to achieve

2. Be flexible and patient

3. Build coalitions

4. Pay attention to the interlocutor

5. Establish the foundation for an agreement

6. Consider your manager's needs

7. Evaluate the instant result and evolve

A. Get the support of your peers to help with improving and promoting your idea

B. Think your idea from end to end and try to consider all possibilities

C. When you present your idea, observe what (s)he does, hear what (s)he says, interpret her/his body language

D. Show your manager how your idea flows with the company's objectives

E. Ask for feedback and make sure who, what and by when has to be done

F. Be prepared to adapt and improve your idea by genuinely listening to others

G. Adopt a pleasant style of communication and structure your arguments professionally

H. Constantly evaluate where you are on your way to obtain



Interactive Exercise 3

Arrange these three card in the correct order for:

1. When you prepare for presenting your idea to the management
2. When you make your presentation to the management



Advantages: pick up the real, tangible, provable advantages of your idea, the ones which are in-line with the company's objectives

A

Action: it's not enough to raise the interest and to inform, but to determine the management to take action based on your idea

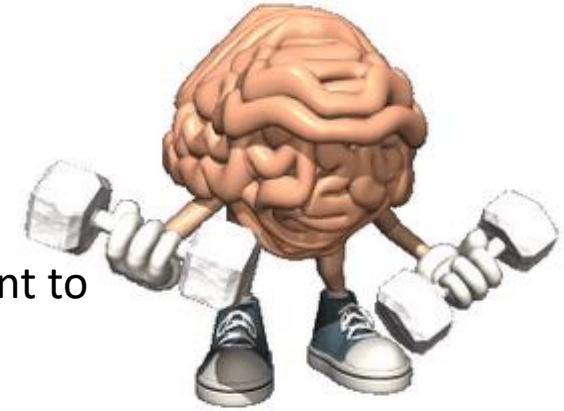
B

My scenario: select all the important things you want to tell about your idea and structure them into the scenario for presentation

C



Interactive Exercise 4



1. Which of the following is not a step in preparing a convincing pitch when you want to “sell” your idea to the management?
 - A. Identify the problem
 - B. Find the solution
 - C. Fear of contradictions and hope you’ll not get any
 - D. Imagine yourself presenting your idea to your boss

2. Which of the following is the best way to get a “YES” from your boss when you present your innovative idea?
 - A. Choose the right time
 - B. Maintain eye contact and smile/ keep a good attitude
 - C. Use a good posture
 - D. Close your presentation
 - E. All of the above



Interactive Exercise 5



True/ False

1. Feedback is crucial for learning and improving
2. When you receive feedback, you must take it personally
3. You do not have to show appreciation to the person providing feedback
4. When you receive feedback, your aim is to clearly understand the other person's point of view
5. You have to be defensive when you receive feedback





Comprehension Quiz

Choose the correct answer

Question 1: When you have an innovative idea and you want it to be approved/ adopted by management:

- a) You need to lobby for your idea or to persuade the management to act on your idea
- b) You need to do nothing because management doesn't take into consideration ideas from employees
- c) You need to manipulate your boss to act on your idea
- d) None of the above

Question 2: In order to better define the problem that is going to be solved by your innovative idea:

- a) You have to identify the person who caused that problem
- b) You need to use the technique of asking yourself "why" 5 times
- c) You do not need to identify the problem because your boss will figure out by her/himself the problem
- d) None of the above

Question 3: Management might ask you tough questions to make sure your idea is viable

- a) True
- b) False



Comprehension Quiz

Question 4: When you prepare to present your innovative idea to management:

- a) You do not have to prepare in advance because you'll improvise on the spot
- b) You need to aim that everybody should agree with you
- c) You need to imagine yourself presenting your idea to your boss**
- d) You need to write a long essay and give it to your boss

Question 5: When you “sell” an innovative idea to the management, you should:

- a) Be pushy
- b) Be clear and concise
- c) Trying to please everybody
- d) Take feedback personally



Module 5

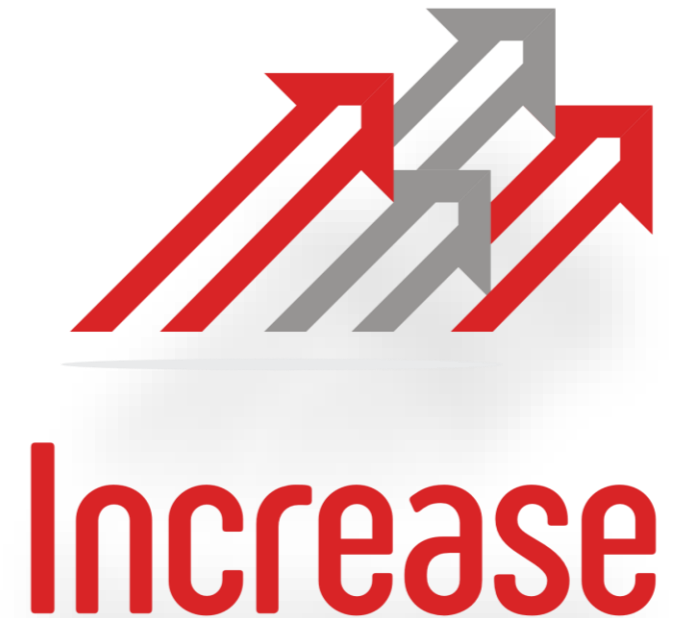
Innovation in business models

Sub-module 5.1

Basics of Business Models

Interactive Training Toolkit

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Tips & recommendations

DO

- Consider Specific group of customers
- Try different combinations of components and elements before jumping to conclusions
- Take into account others opinions for diversity

DON'T

- Go in Blindly without a concrete business Plan
- Ignore your partners, resources and your cost structure
- Think that your product will sell itself because you think its good





Further Development Paths

Found it interesting? Have a look at these books for more information

Recommended for reading

- Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers: Book by Alexander Osterwalder and Yves Pigneur
- Jobs to Be Done: Theory to Practice: Book by Anthony W. Ulwick
- The Seven elements of a strong business model: <https://www.entrepreneur.com/article/243753>
- Project Inspire with SME case studies of SME Innovation: <https://www.inspire-smes.eu/case>



KEY TAKEAWAYS



Define your customers and his needs. Different customers have different needs



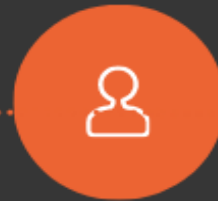
Create different Business model canvas for different customer segments identified



Build a business model canvas and create scenarios of different models possible



Think about "Capturing enough value" to make profits



Gather data to support your canvas.



Communicate the canvas to other partners employees to make refinements



Case study

In the following case study, you will be able to practice the foreseen concepts in a practical way.

The goal of this exercise is to make the participant think and create different strategies, markets, business for the same product.

Create two versions of a business model canvas for your business idea to demonstrate your ability in practice. Note: that the two business models must be for the same business and the same product. Reflect upon the differences in the two and analyse them to select the best one.



Interactive Exercises

1. Fill in the blanks dragging the correct words: blueprint- business model- value-creates-delivers

- A) Every industry and sector no matter the differences in technology have one thing in common, a _____.
- B) A business model describes the rationale of how an organization _____, _____, and captures _____.
- C) The business model is like a _____ for a strategy to be implemented through organizational structures, processes, and systems.

2. True/False Questions

- A) A successful Business Model must clarify only the what and why aspects in a business.
- B) One of the benefits of business model canvas is that it allows us to Record key Business resources.
- C) using the business model canvas , we can critically analyze “Partners” that we may require to make our business a success.
- D) Business model canvas is a method that only big companies use to put down their business model to reveal all opportunities to innovate around business models.



Interactive Exercises

3. Name five components of the business model canvas.

1- 2- 3- 4- 5-

4. Multiple Choice Questions

Q 1: Business Model innovation involves a change in at least how many of the BMC components?

- a) 1
- b) 2
- c) 3
- d) All 9 components

Q2: What is the most important Component of BMC?

- a) Channels b) Key resources c) Customers d) Revenue



Interactive Exercises

4. Multiple Choice Questions

Q3: _____ represent those customers that purchase the same or similar products from competitors. Traditionally, companies compete for customers and try to woo customers away from competitors.

- a) Own customers b) Potential customers c) Never customers d) Competitor's customer

Q4: What should we ask while thinking about key resources component of BMC?

- a) What distribution channels are needed?
- b) What kind of customer relationships we need?
- c) What Key resources do our Offerings require?
- d) All of the above



Comprehension Quiz

By answering these questions, you will be able to check if you have understood all the concepts.

Question 1: The main goal of the business model canvas is to...

- a) Create a common language between businesspeople
- b) Visualize all elements of a business together
- c) Reflect on your ideas to improve the business model
- d) All of the above

Question 2: we Select our group of customers for a business based on ...

- a) Facts and data through interviews and talking to people
- b) Unrelated to product
- c) Doesn't matter, if the product design is good, it will succeed
- d) None of the above

Question 3: How many business model canvases must be made?

- a) One
- b) Two
- c) Five
- d) As many as possible to explore all potential variants





Comprehension quiz

Question 4: Business model innovation is ...

- a) A conscious change of an existing business model or the creation of a new business model that better satisfies the needs of the customer than current offerings.
- b) Randomly changing elements in the model to see what works for you
- c) All of the above
- d) None of the above

Question 5: Startups fail mainly because ?

- a) Technology is outdated
- b) There is no “Need” for the product
- c) Wrong business model is applied
- d) Bad design of the product



Module 5

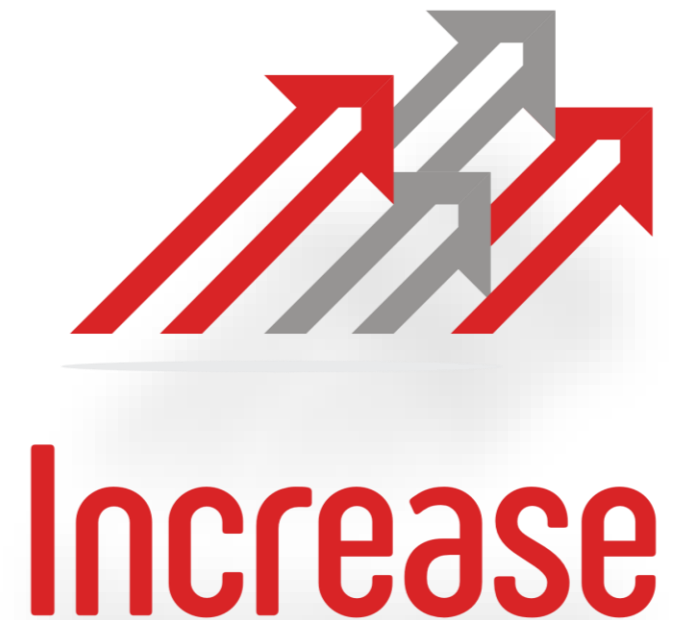
Innovation in business models

Sub-module 5.2

Types of Business Models and Innovation in Business Models

Interactive Training Toolkit

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Tips & recommendations

DO

- Use Different BM Patterns
- Try different combinations patterns to suit your business
- Motivate employees to collaborate and Innovate

DON'T

- Resist change in the organization
- Ignore the opinion, suggestions of the employees
- Force your employees to Innovate



Further Development Paths

Found it interesting? Have a look at these books for more information:

The Business Model Navigator: 55 Models That Will Revolutionise Your Business Book by Oliver Gassmann

Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers: Book by Alexander Osterwalder and Yves Pigneur

Reasons for Failing Business Models: <https://hbr.org/2011/10/five-reasons-companies-fail-at>

TRIZ navigator for Business Models: <https://sites.google.com/view/trizbm-en/home>



KEY TAKEAWAYS



Make use of the business model canvas and the 55 existing patterns



Incorporate the different patterns into different Business model canvases to create variations



Assess different variations to check for feasibility



Engage employees into the Innovation process through various feedback, suggestion mechanisms or workshops to contribute



Build innovation culture in the organization by supporting and facilitating the ideas and concepts of employees allowing them to try different things





Case study

In the following case study, you will be able to practice the foreseen concepts in a practical way:

The goal of this task is to make participants familiar with the business model patterns and allow them to integrate them seamlessly with their business models to create multiple sources of revenue and cost structures. Create a business model canvas using the business model patterns. The business model must have at least a combination of three different patterns together.



Interactive Exercises

1. Fill in the blanks dragging the correct words: business model, No frills

- A) Tomorrow's competitive advantage of companies will not be based on products and processes, but on _____.
- B) In _____ pattern value creation focuses on what is necessary to deliver the core value proposition of a product or service, typically as basic as possible.

2. True/False Questions

- A) The business model navigator leads the entrepreneur to a path of success by knowing the various types of business models.
- B) Not invented here syndrome is one of the top reasons why business Model Innovation fail.
- C) One of the largest factors for an innovative business model is in the decision-making phases.
- D) Cost savings shared with the customer, usually result in a customer base with lower purchasing power or purchasing willingness.



Interactive Exercises

3. Name three top reasons why Business Models innovations are Successful.

1-

2-

3-

Question 1: How many Business models patterns exist in the world?

- a) 7 b) 28 c) 55 d) 170

Question 2: _____ is practiced through involving employees in Innovation and giving them an opportunity to communicate new ideas to the management

- a) Reactive innovation b) Passive innovation c) Proactive innovation d) None

Question3: How to engage employees as a part of innovation?

- a) Through rewarding
b) Through Putting pressure on them
c) Through fixed working hours
d) All of the above



Comprehension Quiz

By answering these questions, you will be able to check if you have understood all the concepts.

Question 1: To successfully make a new business model, we never change

- a) Cost structure
- b) Customer
- c) partners
- d) None of the above

Question 2: Business Model pattern ...

- a) Is an Abstracted definition of a business model that has worked for someone else before, but adaptation is needed
- b) Is a Direct application of a innovative business model
- c) Doesn't work for my business
- d) None of the above

Question 3: Knowing business model patterns....

- a) Lengthens time for research
- b) Guarantees business success
- c) Shortens time for research
- d) All of the above





Comprehension Quiz

Question 4: the 55 business patterns can be applied...

- a) To all businesses and is universal
- b) To all businesses except retail, agriculture and hospitality
- c) Only to big companies and SME's
- d) None of the above

Question 5: A change in business model can be made when?

- a) Technology is outdated
- b) When market slows down
- c) Whenever you see that demand from customers is going down
- d) All of the above



Module 5

Innovation in business models

Sub-module 5.3

Adaptability and Flexibility of Business Models

Interactive Training Toolkit

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Tips & recommendations

DO

- Keep track of the trends In business
- Use technology, digitalization and existing infrastructure for business
- Evaluate the business models using Facts and data

DON'T

- Do what your competitors already do
- Be reactive to the market and wait for things to happen
- Reject opportunities if no one else has done them before





Further Development Paths

Found it interesting? Have a look at these books for more information

The St. Gallen Business Model Navigator: Oliver Gassmann, Karolin Frankenberger, Michaela Csik

Reinventing Your Business Model by Mark W. Johnson, Clayton M. Christensen, and Henning Kagermann, 2008

Transformative Business Models : <https://hbr.org/2016/10/the-transformative-business-model>

Evaluation of Business models : <https://smallbusiness.chron.com/evaluate-business-models-3863.html>



KEY TAKEAWAYS



Being proactive and making use of different opportunities to create new revenue streams for business models is important



Increase



Adaptability and flexibility allows the business to sustain in the long term.



Open innovation that is, making use of existing technology, joint ventures, universities, tieups with competitors can help you build a new value proposition for a business ecosystem.



Evaluation of a business model using the questions supported by data, facts, interviews will allow you to make better informed decisions to reduce chances of failure.



Case study

In the following case study, you will be able to practice the foreseen concepts in a practical way.

Select a case of your favourite product and build a business model canvas for it. Then, brainstorm ideas and opportunities to improve it given the context of Covid-19 . Last, support it with some key facts that make the proposed idea “Feasible”



Interactive Exercises

1. Fill in the blanks dragging the correct words: action, informed decisions, development

- A) Even the best business models need regular critical revision and _____.
- B) It is necessary to have a plan of action, resources, infrastructure and value chain within the management systems to gain _____ to various scenarios.
- C) In evaluation of business models, we can try and increase the odds of success by making _____.

2. True/False Questions

- A) Dynamic changes in business models can be implemented overnight.
- B) Evaluation of a business model is critical however; it is not a perfect science.
- C) Adaptability and flexibility allows the business to sustain in the long term.
- D) Business models are static.



Interactive Exercises

3. Name some of the Key Trends in business Model innovation during Crisis.

1-

2-

3-

4. Multiple Choice Questions.

Question 1: Which industry has been hit the hardest amongst all the other industries during the Covid-19 crisis?

a) Car manufacturing Industry b) Hospitality & travel industry c) Mining industry d) Forestry industry

Question 2: “Open innovation has been practiced broadly by doing it together rather than all by yourself.” is about which key trend in business model innovation during crisis?

a) Asset sharing b) Digitalization c) Supply chain sharing d) Collaborative business ecosystems

Question 3: In _____ model The customer pays a regular fee, typically on a monthly or an annual basis, in order to gain access to a product or service.

a) No frills b) Subscription c) Lock in d) None



Comprehension Quiz

By answering these questions, you will be able to check if you have understood all the concepts.

Question 1: Adaptability of business is...

- a) Not needed most of the time
- b) Never needed
- c) Necessary in any situation
- d) None of the above

Question 2: when a change to a business model is made...

- a) It must be quickly implemented
- b) Shouldn't cost additional money
- c) Doesn't matter, as long as the rewards are better than the investment
- d) None of the above

Question 3: Open Innovation, collaboration, and knowledge sharing can help....

- a) Share risks and investments
- b) Accelerate time to market
- c) Shortens time for research
- d) All of the above





Comprehension Quiz

Question 4: During Covid 19, which trends were visible all over the world...

- a) Digital technologies used
- b) Safety of consumers
- c) Shared Supply chain and logistics
- d) All of the above

Question 5: Flexible business model helps you...?

- a) Be first to the market with minimal time
- b) Create new markets
- c) Create additional sources of revenue
- d) all of the above





Increase

Module 6

Digitalisation and automatization in SMEs

Sub-module 6.1

What is Digital Transformation?

Interactive Training Toolkit



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Digital Transformation Key Takeaways

Digital transformation
is more than just
technology

Think about the
whole value and
supply chain

Everything connected
– things to things and
/ or the internet

Privacy and Safety as
issues

Culture and
leadership must
change

Humans and
machines / software
collaborate



Starring...

The Entrepreneurs



Hava Goodnite



Troy Etoiles



Rita I.-L.



Seedo Miller

The Consultants



Diggy



Tal



Conny S.-U.



T. Ant



Interactive Exercise 1

- Choose the elements which are part of digital transformation



Convert analog data to software or platforms

Products, services, processes and business models

Digital transformation is just about software

Creates better customers experience and customer value

Requires adaptability and life-long learning

Shall increase transparency and make processes better



Interactive Exercise 2

- Match the answers to the examples:

Products which are connected to the internet and communicate among them, with databases or with the user

Location based services which show offerings based on the location of the user

Time based or utilization-based pricing models

Data interconnectivity along the value and supply chain helps to reduce double work, avoid errors and increase transparency

Digital transformation of
processes

Digital transformation of
business models

Digital transformation of
services

Digital transformation of
products



Interactive Exercise 3

- Choose which of the following sentences are FALSE when talking about digital transformation:

Digital transformation is all about the introduction of new software

Digital transformation influences the whole value and supply chain

Digital transformation offers new potentials and chances

The use of robots will lead to massive disoccupation

Only programmers can understand digital transformation

It is important to think about all the consequences of digital transformation, e.g. in logistics, leadership, work-life time balance, privacy, safety and security



Interactive Exercise 4

Group the following benefits into 2 groups:

Less routine work
Lower costs
Increased brand recognition
Better transparency
More interesting work
Increased job satisfaction
Advantage over competition
Ability to more effectively meet customers needs
Increased profitability
Better working conditions

What your company can get from digital transformation

How employees can benefit from digital transformation



Interactive Exercise 5

True or false?

The aim of digital transformation is to increase customer value

Digital Transformation requires expensive software tools.

Digitalization is just about software.

Strategies for a digital world – this is what digital transformations strategies are.

Robots and 3D printing is just for industrial use.

Business Model innovation is not linked to digital transformation

Digital transformation is a high-tech topic.



QUIZ

- Choose the correct answer(s):
 1. Digital Transformation requires:
 - a clear strategy.
 - a change.
 - programming skills.
 - the involvement of ideally all stakeholders.



QUIZ

- Choose the wrong answer:
-
2. If a company opens an online shop ...
- this is digital transformation
 - it has to consider also the related processes, legal aspects (like GDPR), logistics incl. return logistics and the changes in the supply and value chain?
 - Should connect the online store also with social media and the “real world” (e.g. click and collect)
 - Must invest massively into programming



QUIZ

- Choose the correct answer:

- 3. Which is part of Digital Transformation:
 - customer relationship management, enterprise resource planning, and similar software elements
 - tools and solutions for online collaboration
 - tools and solutions for process automation
 - internet of things



QUIZ

- Choose the correct answer:

4. Digital Transformation is:

- irrelevant for small companies.
- a key to success for all companies.
- a job killer.
- making our life more difficult.



QUIZ

- Choose the correct answer:
 - 5. To prepare your company for digital transformation, one should:
 - Think about trends and possible future developments.
 - Involve managers and employees, regardless any hierarchy.
 - Think about the whole value and supply chain.
 - All of the above.



Increase

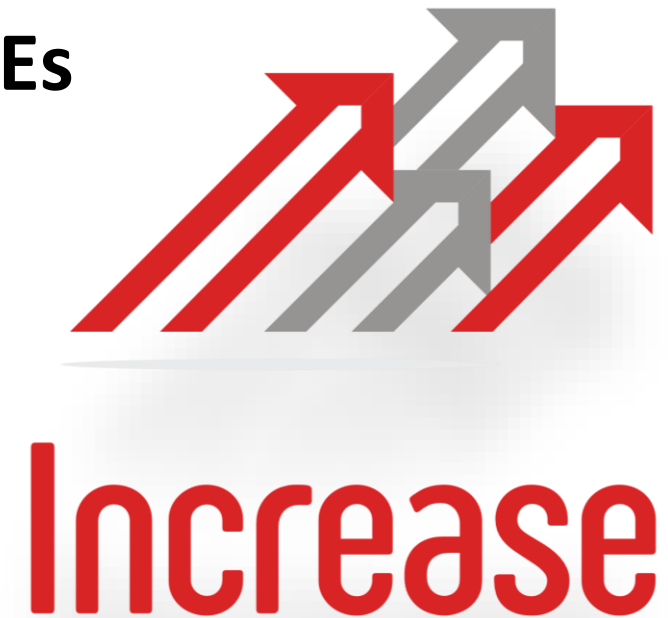
Module 6

Digitalisation and automatization in SMEs

Sub-module 6.2

Digital Transformation in Retail

Interactive Training Toolkit



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Digital Transformation in retail

Key Takeaways

not only “online shopping” – holistic approach !

Think about the whole value and supply chain

Use **all** channels for communication and sales

Point of Sale automatization (e.g. kiosks, self check out, robots)

Sales funnel automatation creates additional turnover

E- procurement helps saving time and avoids errors



Examples

- Aniko is a fashion designer who offers customizable fashion in lotsize 1 which can be configured via website, smartphone and tablet (<https://www.smart-couture.com/>)
- Mymuesli.com offers tailormade mueslis & porridges and nilk (which replaces milk for the lactosis intolerant; <https://uk.mymuesli.com/>)



Further Development Paths

A further reading that you should consider is https://www.fungscholars.org/wp-content/uploads/2019/01/Ten_digital_trends_shaping_the_future_of_retail.pdf

Even if coming from a leading software company for the retail industry – this is a good one!
<https://risnews.com/what-digital-transformation-retail>

An interesting blog article is here: <https://codete.com/blog/digital-transformation-in-retail/>

... and for those who are interested in scientific articles, this one is really interesting, even if a bit old (from 2017): <https://www.sciencedirect.com/science/article/pii/S0022435916300872>



Interactive Exercise 1

- Digital Transformation in retail means



Open an online-shop

Transfer all relevant sales process to the digital world and automatize them as much as possible

Digital transformation is just about software

Creates better customers experience and customer value

Retail is not a good sector for digitalization, as personal counseling is too important

needs a lot of money



Increase

Interactive Exercise 2

- Match the answers to the examples:

Online shop, combined with warehouse, enterprise resource planning, sales funnel automation and social media integration

Means multi- or omnichannel communication which should have a connection to internet shop and other systems

Kiosks, self check-out, click and collect systems, robots, etc. will soon help customers and help them save time

For retail digitalization is a less important topic, as the sector is very much based on social relations

digital transformation in retail means

Social media for retail

Point of Sales automation

Wrong is



Interactive Exercise 3

- Choose which of the following sentences are FALSE when talking about digital transformation:

Digital transformation is all about the introduction of new software

Digital transformation influences the whole value and supply chain

Digital transformation offers new potentials and chances

Point of sales automation will lead to massive disoccupation

Only programmers can understand digital transformation

It is important to think about all the consequences of digital transformation, e.g. in logistics, leadership, work-life time balance, privacy, safety and security



Increase

Interactive Exercise 4

Group the benefits into 2 groups:

Less routine work

Lower costs

Better buying experience

Find products more easily

Higher transparency

More information about products

Increased job satisfaction

Ability to more effectively meet customers needs

Time saving

Better working conditions

What customers can get from digital transformation in retail

How employees can benefit from digital transformation in retail



QUIZ

- Choose the WRONG answer:

1. Digital Transformation in retail requires:

- a clear strategy.
- a change.
- lots of money.
- the involvement of ideally all stakeholders.

2. If a company opens an online shop ...

- this is digital transformation
- it has to consider also the related processes, legal aspects (like GDPR), logistics incl. return logistics and the changes in the supply and value chain
- Should connect the online store also with social media and the “real world” (e.g. click and collect)
- Must invest massively into programming



QUIZ

- Choose the CORRECT answer:

3. Which is part of Digital Transformation:

- customer relationship management, enterprise resource planning, and similar software elements
- tools and solutions for online collaboration
- tools and solutions for process automation
- internet of things

4. Digital Transformation is:

- Not relevant for retail, as personal contact can not be replaced....
- a key to success for all companies.
- a job killer.
- making our life more difficult.



QUIZ

- Choose the CORRECT answer:
-
- 5. To prepare your company for digital transformation, one should:
 - Think about trends and possible future developments.
 - Involve managers and employees, regardless any hierarchy.
 - Think about the whole value and supply chain.
 - All of the above.



Increase

Erasmus+ Key Action 2 Strategic Partnerships.
Agreement number: 2019-1-RO01-KA204-063804



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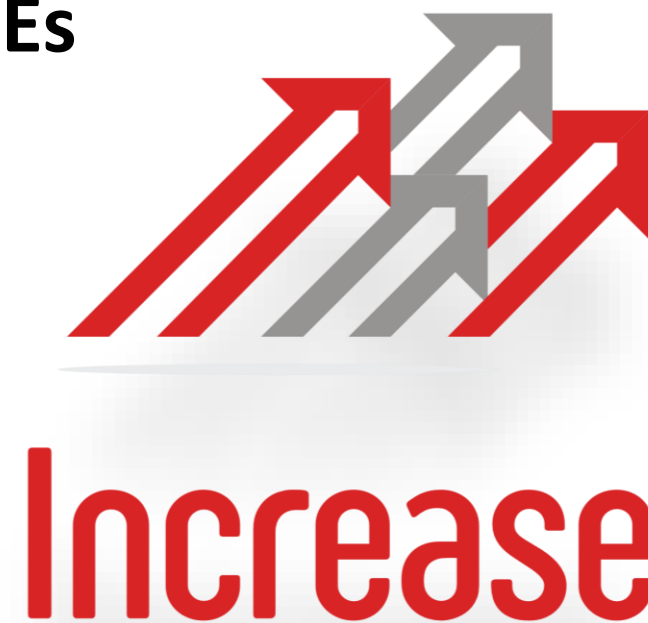
Module 6

Digitalisation and automatization in SMEs

Sub-module 6.3

Digital Transformation in Agriculture

Interactive Training Toolkit



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Digital Transformation in agriculture

Key Takeaways

Precision farming
reduces resources
and optimises output

Autonomous
machines will reduce
farmers' workload

Robots will reduce
precarious work on
the fields

Connected
collaboration will
increase quality

Transparency will
become a key success
factor

Interconnected
software will help in
decision making



Case study

- **Agrobot** is a Spanish company which builds disruptive but practical approaches for smart farming machinery (www.agrobot.com)
- **Poettinger** is an Austrian family-owned company which for over 150 years develops and sells successfully agricultural machines for the global market. Over the last years the company transformed into Digital Agricultural Technology enhancing its offering significantly. Intense research and development in close collaboration with customers, research and test centers and relevant stakeholders helps the company to always be ahead of the market and gain competitive advantages through innovation (https://www.poettinger.at/en_uk)
- The **Austria Agricultural Cluster** is the export-oriented Association of the most innovative Austrian producers of agricultural, food processing and renewable energy technologies. Its mission is to support the transformation and innovation of farming through quality products and services, driving sustainable and responsible growth with a stronger and closer integration of agribusiness stakeholders. The activities around smart farming show recent developments in this future-oriented area (<https://www.aac.or.at/smart-farming/>)



Increase

Further Development Paths

If you want to read more about the future of food, you might like this as further reading <https://www.futureagenda.org/perspectives/future-of-food2025/>. Future agenda is an open-source think tank and advisory firm that runs the world's leading open foresight programme and helps organisations to identify emerging opportunities and make more informed decisions.

An interesting article from BBC Science Focus Magazine can be found here: <https://www.sciencefocus.com/future-technology/the-future-of-food-what-well-eat-in-2028/>

And here you can find interesting additional insights from the international perspective: <http://www.fao.org/publications/fofa/en/>



Interactive Exercise 1

- What does digital transformation mean for the agricultural business?



Convert analog data to software or platforms

Products, services, processes and business models

Digital transformation is just about software

Creates better customers experience and customer value

Requires adaptability and life-long learning

Shall increase transparency and make processes better



Increase

Interactive Exercise 2

- Match the answers to the examples:

Autonomous agricultural machines

Digital transformation of processes

Smart farming

Precision farming

is an emerging concept that refers to managing farms using technologies like IoT, robotics, autonomous vehicles, drones or AI (artificial intelligence) to increase the quantity and quality of products while optimizing the human labor required by production.

is an approach to farm management that uses information technology to ensure that crops and soil receive exactly what they need for optimum health and productivity. The goal is to ensure profitability, sustainability and protection of the environment.

employ high-tech systems and sensors to enable to move around without being manned by a driver. They can be fully autonomous or remote controlled. More vehicles will interact.

Data interconnectivity along the value and supply chain helps to reduce work, support decision making and increase transparency



Increase

Interactive Exercise 3

- Choose which of the following sentences are FALSE when talking about digital transformation:

Digital transformation is all about the introduction of new software

Digital transformation influences the whole value and supply chain

Digital transformation offers new potentials and chances

The use of robots will lead to massive disoccupation

Only programmers can understand digital transformation

It is important to think about all the consequences of digital transformation, e.g. in logistics, leadership, work-life time balance, privacy, safety and security



Interactive Exercise 4

Group the benefits into 2 groups:

Less routine work

Better yields with less resources

Life-long learning becomes even more important

Competitive advantages

More interesting work

Increased sustainability

Increased job satisfaction

Ability to more effectively meet customers needs

Increased productivity

Better working conditions

1. Effects for employees from digital transformation

2. What your company can get from digital transformation



Increase

Interactive Exercise 5

True or false?

The aim of digital transformation is to increase customer value

Digital Transformation requires expensive software tools.

Digitalization is just about software.

Strategies for a digital world – this is what digital transformations strategies are.

Robots and 3D printing is just for industrial use.

Business Model innovation is not linked to digital transformation

Digital transformation is a high-tech topic.



QUIZ

- Choose the CORRECT answer(s):
 1. Digital Transformation in agriculture requires:
 - a clear strategy.
 - a change.
 - programming skills.
 - the involvement of ideally all stakeholders.
 2. Which is part of Digital Transformation in agriculture:
 - decision making support systems which combine data from different sources
 - autonomous vehicles and the use of drones
 - IT solutions for process monitoring and process automation
 - increased transparency meet tomorrow's customer needs



QUIZ

- Choose the **WRONG** answer:
3. Farmers of the (near) future will ...
- become programmers
 - use digital technologies for decision support and thus make better decision, with less work and better yields
 - provide full transparency about their processes
 - play an important role in the EU green deal by using less pesticides, fresh water and other resources AND increasing productivity and yield with the help of innovative products and services
 - remain the same as in the past – innovation is not that much an issue in farming



Increase

QUIZ

- Choose the CORRECT answer:

4. Digital Transformation is:

- irrelevant for small companies.
- a key to success for all companies.
- a job killer.
- making our life more complicated.

5. To prepare your company for digital transformation, one should:

- Think about trends and possible future developments.
- Involve managers and employees, regardless any hierarchy.
- Think about the whole value and supply chain.
- All of the above.

Module 6

Digitalisation and automatization in SMEs

Sub-module 6.4

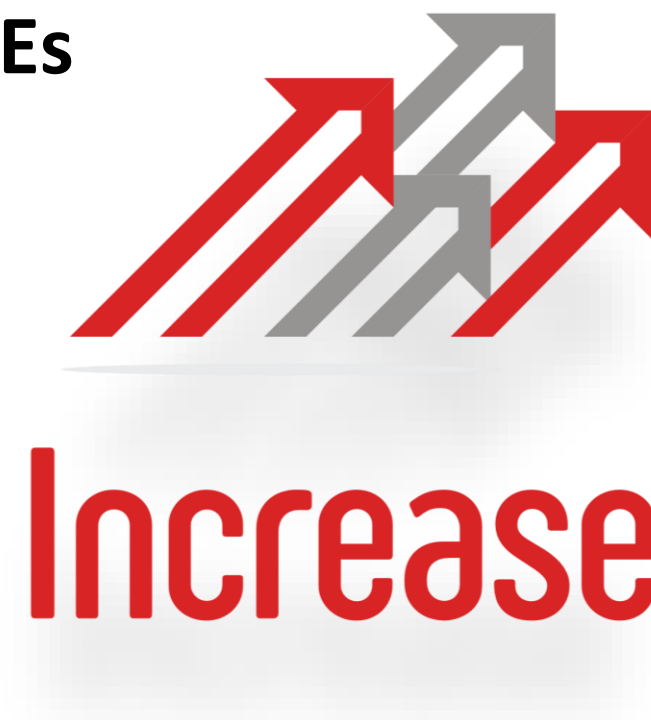
Digital Transformation in Hospitality

Interactive Training Toolkit

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Digital Transformation in hospitality

Key Takeaways

Selfservice via tablets,
terminals and kiosks;
P.o.S. automation

Data connction
between service and
kitchen

Robots and 3D
printing will take over
tasks

Better data allows
better decision
making

360° experiences,
geolocations based
services, AR & VR

Online sales will
become even more
important



Case Study

- 360persepektiven is a Vienna based company which is changing the world of booking.
- They create for customers in the tourism industry, hotels and the gastronomy sector immersive 360° tours (either guided or unguided; in VR, AR or on PC / smart phone) where people can directly book rooms, tables or additional services.
- The customers can afterwards change or update the contents easily by themselves, using a web-based tool.

A photograph of a restaurant table. In the foreground, a white plate with the 'obi.' logo is filled with various sushi rolls, including salmon nigiri and maki rolls with tuna, salmon, and vegetables. To the left of the plate is a clear glass of water. Further left, a tablet displays a menu with items like 'Sauer Huhn', 'Sauer Soße', 'Fleisch', 'Schrolle', and 'en'. The background is slightly blurred, showing the restaurant's interior.

Case Study 2

Restaurant Chain EBI, Vienna, Austria

Tablets for ordering not only reduced the staff by 20% but reduced waiting time by almost 40%, making it possible to sell each table once more per evening – turnover plus 20%!



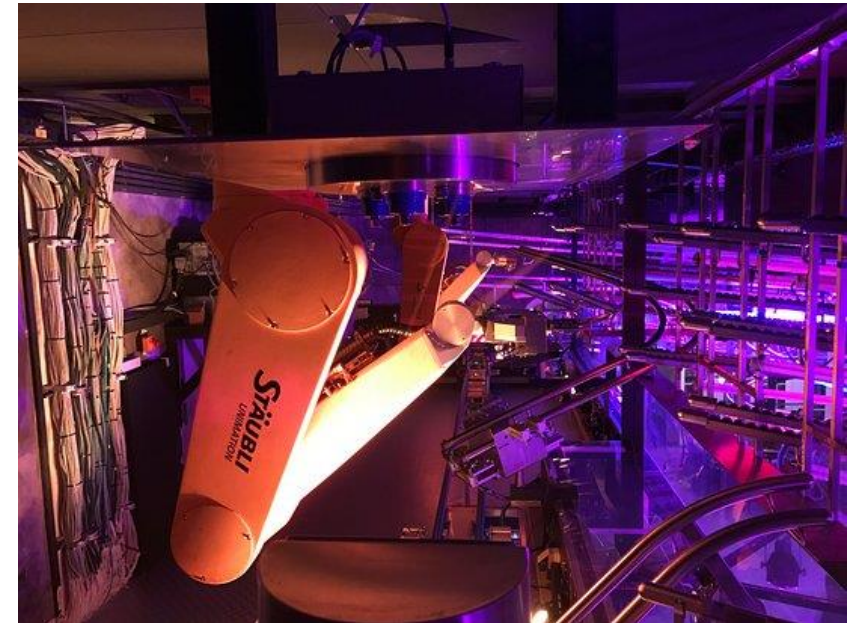
Case Study 3

Ice Cream Café, Vienna

- ordering system for staff reduced waiting time by 35%
- allows more beautiful creations
- each table sold more often per day (+23%)
- better creations → better prices
- break even of the system within the first year
- better transparency of performance

Case Study 4 – Bar Robots

- Rollercoasterrestaurant® in Vienna, Prater, has 2 robots which are mixing the cocktails.
- You order via tablet, the delivery comes – via a patented roller coaster system directly to your table...
- The staff is just there for payment, cleaning – and in case of





Further Development Paths

The Boston Hospitality Review is a good further reading:

<http://www.bu.edu/bhr/files/2018/06/The-Digital-Future-of-the-Tourism-and-Hospitality-Industry.pdf>

A good starting point for discussions is this article

<https://www.hospitalitynet.org/opinion/4094180.html>

And very close to what we do today is this article from Forbes magazine:

<https://www.forbes.com/sites/danielnewman/2018/01/02/top-6-digital-transformation-trends-in-hospitality-and-tourism/>

For the food & beverage sector this is an interesting blog article:

<https://www.doxee.com/blog/digital-marketing/the-impact-of-digital-transformation-on-the-food-industry/#:~:text=The%20food%20industry%20has%20been,to%20the%20frontier%20of%20personalization.>



Interactive Exercise 1

- Choose the elements which are part of digital transformation in hospitality:



Self service possibilities e.g. via tablets and kiosks

Service, process and business model innovation

Digital transformation is just about software

Creates better customers experience and customer value

Requires adaptability and life-long learning

Shall increase transparency and make processes better



Increase

Interactive Exercise 2

- Match the answers to the examples:

Service innovation

Customer self service via tablets, smart phone or kiosks

Additional information e.g., about allergens or the provenience of the products used via tablets or smart phones

Process innovation

Instant data exchange between service and kitchen

Transparency about hygienic measures in real time and available to management, employees and customers

Business model innovation

Time based or utilization-based pricing models

Click and collect; home delivery



Interactive Exercise 3

- Choose which of the following sentences are FALSE when talking about digital transformation:

Digital transformation is all about the introduction of new software

Digital transformation influences the whole value and supply chain

Digital transformation offers new potentials and chances

The use of robots will lead to massive disoccupation

Only programmers can understand digital transformation

It is important to think about all the consequences of digital transformation, e.g. in logistics, leadership, work-life time balance, privacy, safety and security



Increase

Interactive Exercise 4

- Group the benefits into 2 groups:

Better processes lead to more focused work

Better customer experience

Increased transparency makes decisions easier

Advantage over competition

Increased transparency creates trust and brand awareness

Ability to more effectively meet customers needs

More interesting work

Better working conditions

Increased profitability

1. How employees can benefit from digital transformation

2. What your company can get from digital transformation



Interactive Exercise 5

- True or false?

The aim of digital transformation is to increase customer value

Digital Transformation requires expensive software tools.

Digitalization is just about software.

Strategies for a digital world – this is what digital transformations strategies are.

Business Model innovation is not linked to digital transformation

Digital transformation is a high-tech topic.



Increase

QUIZ

- Choose the CORRECT answer(s):

1. Digital Transformation requires:

- a clear strategy
- a change of mindset
- programming skills
- the involvement of ideally all stakeholders

2. Digital Transformation in hospitality ...

- has the goal to make processes better and increase transparency
- offers solutions for different steps in the value chain
- integrates social media and the “real world”
- must invest massively into programming



QUIZ

- Choose the CORRECT answer:

- 3. Examples for digital transformation in hospitality are:
 - self service kiosks and solutions via tablet or smart phone
 - use of robots in kitchen, bars and service
 - tools and solutions for process automation
 - online booking systems

- 4. Digital Transformation is:
 - irrelevant for small companies
 - a key to success for all companies
 - a job killer
 - making our life more complicated



QUIZ

- Choose the CORRECT answer:
5. To prepare your company for digital transformation, one should:
- think about trends and possible future developments.
 - involve managers and employees, regardless any hierarchy.
 - think about the whole value and supply chain.
 - all of the above.

Module 7

Models for Co-Innovation

Sub-module 7.1

What is Co-Innovation?

Interactive Training Toolkit

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Tips & recommendations

DO



- Be flexible
- Be open to new ideas
- Rely on your team and community
- Listen to all the possibilities
- Try new approaches

DON'T



- Remain in the comfort zone
- Try to do everything by yourself
- Underestimate your community
- Don't remain deaf to the ideas
- Apply the same processes forever





Further Development Paths

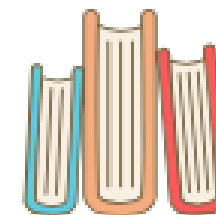
- You can read the following article to know more about Co-Innovation: [Harriman S., Tan J., \(2018\), *Co-Innovation: A Review and Conceptual Framework*. International Journal of Business Innovation and Research.](#)
- The Innovator's DNA: Mastering the Five Skills of Disruptive Innovators, Jeffrey H. Dyer, Hal B. Gregersen, Clayton M. Christensen
- [Video for learning more information about the basic concepts of co-innovation](#)
- [Basics of co-creation](#)
- [Digital transformation thanks to co-creation and co-innovation](#)





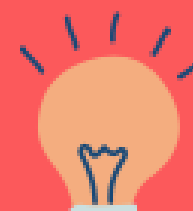
Key Takeaways

CO-INNOVATION IS THE
COLLABORATIVE
INNOVATIVE PROCESS
THAT INCLUDES
DIFFERENT SOURCES TO
PRODUCE NEW IDEAS



THE MAIN BENEFIT OF
CO-INNOVATION IS THE
CONTINUOUS FLOW OF
CREATIVITY AND IDEAS

THE BASIS OF THE
INNOVATION CULTURE
ARE THE CHALLENGES,
THE PEOPLE AND THE MEANS



3 STEPS FOR CO-INNOVATING
1. APPROACH THE PROBLEM
2. GENERATE IDEAS



Case study

In the following case study, you will be able to practice the foreseen concepts in a practical way.

Emily has a grocery and is having problems with the variety of products that she offers. The business is a SME that was established 10 years ago, when big supermarket chains were not as famous and trendy as they are nowadays. She has been offering the same kind of products as always, as she was sure of that customers' preferences would remain the same. She has noticed in the last months that the clients are shopping in other stores, as they ask for products that she does not have.

Help Emily with her business looking for the partners who could help her and how could they do it.

Partner 1: _____

Partner 2: _____

Partner 3: _____



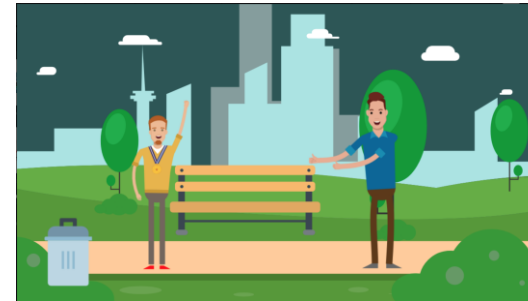
Interactive Exercise 1

(Source: <https://h5p.org/content-types-and-applications>)

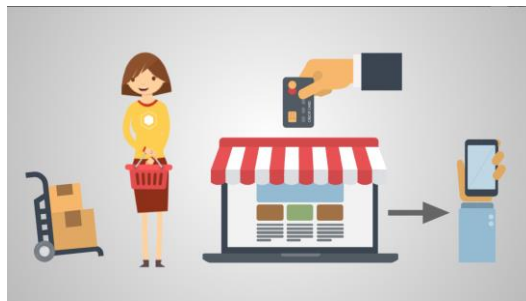
Which are the benefits of co-innovation? Drag and drop the benefits into the corresponding pictures.



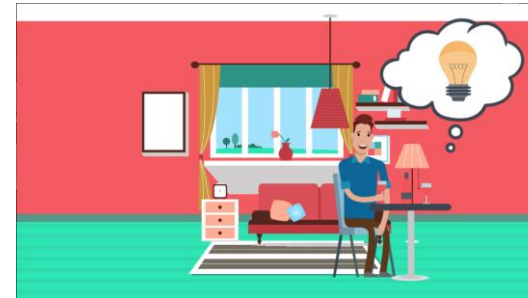
IMPROVES PRODUCTIVITY



INSPIRES YOUR EMPLOYEES



ENGAGES YOUR CUSTOMERS



NEW POINTS OF VIEW

Interactive Exercise 2

(Source: <https://h5p.org/content-types-and-applications>)

Do you know which are the limitations that co-innovation can have? Fill the blanks with the missing words.

- a) Third parties will be involved and this can generate _____
- b) You will have _____ control over the decisions
- c) You will find points of view that might be _____ to yours
- d) The procedures and mindset should be _____, entailing changes



Interactive Exercise 3

(Source: <https://h5p.org/content-types-and-applications>)

Fill the blanks dragging the following words:
process, workers, problems

Customers, A)____ and partners are the greatest asset that organizations have. When we let them participate in the innovative B)____, we are adding fresh and original approaches to our current C)____, which is considerably enriching.



Interactive Exercise 4

(Source: <https://h5p.org/content-types-and-applications>)

True/False?

- A. Performing a SWOT analysis is a tool for assessing the strong and weak points.
- B. Being flexible is not useful for businesses
- C. Remaining in the comfort zone will lead the business to success.
- D. Trying new approaches in the business should be a common practice.
- E. Looking for competitors' best practices is forbidden.





Increase

Comprehension Quiz

Check your understanding and choose what is correct:

Question 1: What is Co-Innovation?

- a) The process by which you innovate
- b) The process by which you innovate with your community
- c) The process by which you innovate with your workers, competitors and third parties
- d) None of the above

Question 2: Which of the following are benefits of the Co-Innovation?

- a) It's easy to implement
- b) It will engage your community
- c) You will be able to consider different points of view
- d) All of the above

Question 3: The limiting aspects of co-innovation can be...

- a) Difficulty in change of mindset and procedures
- b) Similar points of view
- c) Lack of originality
- d) Good atmosphere





Comprehension Quiz

Question 4: Which are the different parts of the innovation culture?

- a) People, neighbors and community
- b) Challenges, people and means
- c) Challenges, community and competitors
- d) None of the above

Question 5: The three stages of the Co-Innovation process are...

- a) Schedule, approach and promotion
- b) Inclusion, marketing and advantage
- c) Approach, generation of ideas and design





References

- BBVA. (2020). *¿Qué es una joint venture?* [Online] Retrieved August 3 2020 at <https://www.bbva.es/finanzas-vistazo/ef/empresas/joint-venture.html>
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- WeArePlay. (2020), *La generación de ideas como motor de la innovación. Innovación colaborativa*.

Module 7

Models for Co-Innovation

Sub-module 7.2

Co-Innovation Practices

Interactive Training Toolkit

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Tips & recommendations

DO



- Put in practice different practices to know which one fits better your business
- Try different types of incentives for your workers

DON'T



- Get discouraged if a practice does not work for your business.
- Give up if your joint venture does not work
- Leave the weight of having ideas to your workers only



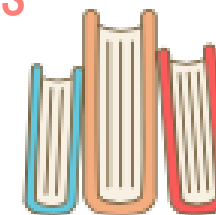
Further Development Paths

- [To know more about brainstorming, this video can be useful](#)
- [This video can help you to know more about crowdfunding](#)
- [Information from Infoentrepreneurs.org about joint-ventures](#)
- The Innovator's Dilemma: The Revolutionary Book that Will Change the Way You Do Business, Clayton M. Christensen
- Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness, Frederic Laloux
- The Myths of Innovation, Scott Berkun
- [Best practices for co-creation](#)



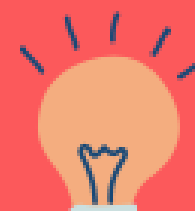
Key Takeaways

THE EMPLOYEES' SUGGESTIONS STRATEGY IS ONE OF THE MOST USED. THE INCENTIVES SHOULD ACT AS A BOOSTER OF IDEAS' CREATION



THE CROWDSOURCING ALLOWS THE COMMUNITY PARTICIPATION TO HAVE MASSIVE AMOUNT OF CREATIVE AND DIFFERENT IDEAS

THE JOINT VENTURES ARE TEMPORARY PARTNERSHIPS BETWEEN DIFFERENT COMPANIES TO FULFILL A COMMON PROJECT



THE ROLE OF THE LEADER SHOULD BE ACTIVE AND ENCOURAGING THE CREATION



Case study

In the following case study, you will be able to practice the foreseen concepts in a practical way.

Which would be, in your opinion the path to develop a better co-innovation strategy? You can think about the practices that the company has been following and try to think in which way the following partners or factors could have a positive impact in terms of co-innovation:

- Employees
- Technology
- Crowdsourcing
- Joint-Ventures

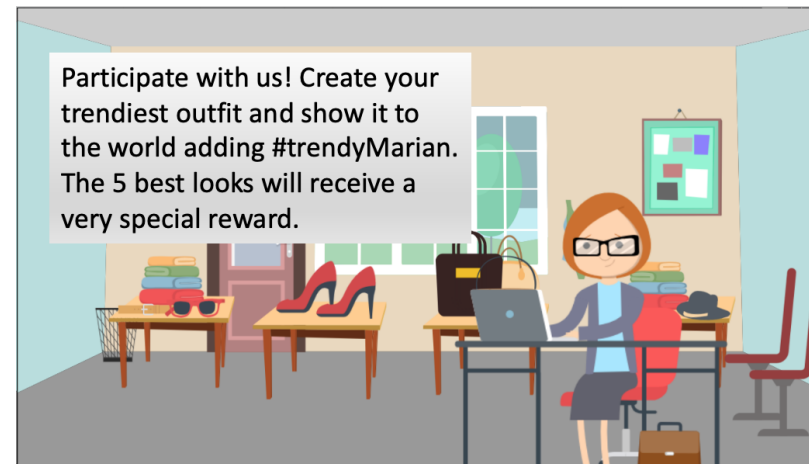


Interactive Exercise 1

(Source: <https://h5p.org/content-types-and-applications>)

Flashcards

Which co-innovation practice corresponds to each image?





Interactive Exercise 2

(Source: <https://h5p.org/content-types-and-applications>)

True/False?

- A. Technology is impossible to be implemented for a small business'.
- B. SAP is a software system.
- C. The leader plays a very important role in a business.
- D. Brainstorming has to be done with 3 people.



Interactive Exercise 3

(Source: <https://h5p.org/content-types-and-applications>)

Fill the blanks dragging the correct words: strategies; leader; essential; suggestions

Finally, after knowing all about the different A) _____ that can be applied to co-innovate, the role of the leader will be B) _____ to accomplish the innovative goals.

Not showing interest in innovation as a C) _____ can lead into a decrease on the participation and quality of ideas and D) _____ provided by your employees.



Comprehension Quiz

Answer the following to check your understanding:

Question 1: A common practice In co-innovation is...

- a) Excluding the workers in the innovation process
- b) Avoiding joint ventures because of the risks that entail
- c) Applying crowdsourcing as a technique for achieving external innovation

Question 2: The rewards that are given to the workers can be...

- a) Only monetary
- b) Monetary or holidays
- c) Diverse but always including money
- d) They can vary depending on the company's needs

Question 3: The technology can be a great enhancer for your business

- a) True
- b) False



Comprehension Quiz

Question 4: Joint ventures...

- a) Last forever
- b) Finish when the common project ends
- c) Are always a source of problems

Question 5: Which is the role that a leader should take?

- a) An active and participative role
- b) The leader should share the generation of ideas with the workers
- c) The leader should include internal and external ideas to improve the business
- d) All of the above



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- BBVA. (2020). *¿Qué es una joint venture?* [Online] Retrieved August 3 2020 at <https://www.bbva.es/finanzas-vistazo/ef/empresas/joint-venture.html>
- Harriman S., Tan J., (2018), *Co-Innovation: A Review and Conceptual Framework*. International Journal of Business Innovation and Research
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