



ideas

innovation

market

Training course in Market-driven Innovation Management (MIM)

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Connecting Innovators Worldwide



Innovation implies economic benefit product of a novelty, and that makes it different from the invention. Innovations can be achieved in three fields:

- *In the offer of products or services as “product innovations”;*
- *In the production processes as “process innovations” or*
- *In the enterprise’s organization as “organizational innovations”.*

The Market-driven Innovation

In the global economy, the innovations are determinant factors for strengthening the competitive capabilities of every enterprise. Hence, the product innovations oriented to new or existing markets, the new processes and the organization’s restructuring are decisive factors in the competition.

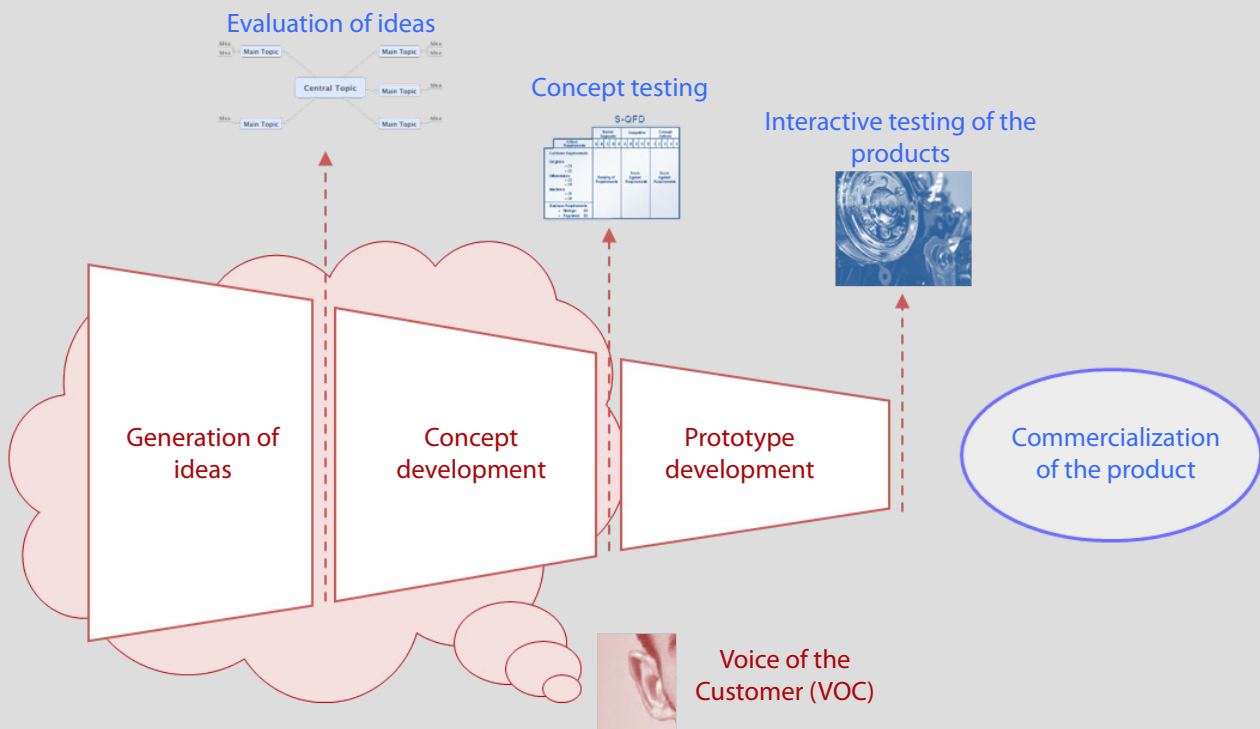
In the market-driven innovation processes, the attention focuses on the potential users who have an unfulfilled need, which has been discovered. Since the consumers are the central point, it is possible to understand even better their explicit or latent needs and to achieve future or present products and services in accordance with these needs.

As a result of the Internet and the new configuration of the global markets, the consumer has much more possibilities to obtain information about what really awakes his interest. The technologies have allowed the users to buy what they want instead of only buying what they see. Therefore, in the market-driven innovation, it is fundamental to set a systematic method in order to ease the understanding and de-

velopment of solutions, which effectively respond to the fulfillment of the users’ needs.

For this reason, the market-driven innovation takes the “consumer’s voice” as its starting point. The “consumer’s voice” methods are focused on the identification of the consumers’ needs, as well as their trends, in order to fundament intelligent design processes.

The innovation process (see Figure) commences with the generation of ideas. However, the ideas do not always come from inside the enterprise, but also from the definition of the needs’ and wishes’ group identified in the consumers (Consumer’s voice). This group of needs and wishes is to be classified and analyzed by a multidisciplinary team, which under the direction of the Innovation Management has to express the consumers’ requirements in plausible terms, as well as the categorization of these requirements in logical groups.



The innovation processes within the firm

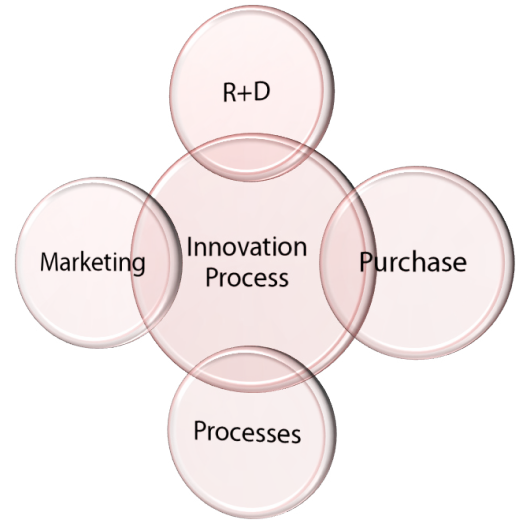
The next step is defined as the concept testing. Here, an evaluation will be made in order to find the concepts best adapted to the clients' requirements and to the capabilities of the enterprise (technical, financial and for the market). Based on the selected concepts, prototypes are produced, and these can be evaluated by potential consumers as well.

Finally, during the commercialization phase of the product or service, it is essential to pay especial attention to the time analysis. That means; the opportune and adequate "moment" to introduce or re-launch the products or services into the local or/and international markets must be determined (time-to-market).

Consequently, this sequence is a knowledge transforming mechanism and presents all the characteristics of a typical process (Beginning, end, partial tasks, sub-results, resources application, etc). For this reason, it is essential to consider the innovation

projects as processes.

The innovation process requires the collaboration of different people and departments; in particular of the research and development (R&D), sales & marketing, and production and purchase departments. In order to achieve an effective collaboration with all the parts, it is required to build interdisciplinary teams, which work on projects for continual observation of the users' needs and, on the other hand, on the development of prototypes, which allow innovative products and services. Therefore, the Innovation Manager is the one supposed to perform an especial direction over the interfaces of the process with all the divisions of the enterprise.



Management of Innovation Projects

In the last paragraphs, the “process feature” of the innovation projects was emphasized. The task of the Innovation Management is a “process-oriented work” and not an individual and single work. Thus in the innovation processes the different divisions and departments have to collaborate. This “interdisciplinary” work is one of the most crucial factors for the innovations’ success.

During the innovation processes, the task of the Innovation Management is to prepare the strategy to be followed regarding to a new developed product or service. The new strategy embraces the creation of criteria to choose innovation projects, as well as it contains the application’s logic of this strategy and the description of the use of product variants in relation with the technical and/or design-oriented innovations’ enlargement.

In order to perform the innovation process efficiently, it is essential to create the figure of an “Innovation Manager”, who will be in charge of coordinating the whole process. The person who will

have this responsibility must possess the following abilities:

- Management of “know how” from the strategic and operative points of view,
- Interdisciplinary, capability of team work,
- Strong skills in communication and presentation techniques,
- Understanding of the basic principles or fundamentals of the new products or services and their technologies,
- Capability to promote new ideas and to identify the consumers’ needs and wishes.
- Ability to foster the creativity among the workers and, simultaneously,
- Capability to run efficient and market-driven innovative projects.



The concept of the Market-Driven Innovation Management (MIM) Training Course

The “market-driven Innovation Management” Training Course is intended for managers and entrepreneurs of the private sector as well as business consultants. The course is offered by the Small Enterprise Promotion and Training Program (SEPT) of the University of Leipzig and the specialized consultancy firm Innoways GmbH, both from Germany.

This training course propounds a revolutionary vision of the innovation, changing from the classical concept approach of innovation oriented to the product through the technology, towards market-driven innovation. This new concept allows the participants to understand the innovation from the consumers’ point of view. When the innovation is based on the knowledge of the consumer’s needs and expectations, it is possible to have an integral vision of the market, increasing thereby the success possibilities of the innovation in it.

Therefore, in order to make possible the integration of this vision into the firm’s strategy, it is crucial to have the tools which allow the generation and de-

velopment of the innovation within the enterprise.

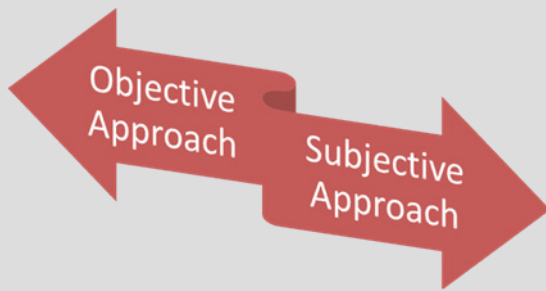
The objective of the training course is that the participants get familiar with the different concepts and tools of the innovations management in all its steps and dimensions, acquiring the capability to integrate and implement them as well.

Methodology of the formation program

A basic principle of the offered training course is the exchange between the objective and subjective approaches of the instruction process.

Objective approach is related to the teaching based on units of knowledge; for instance, the fundamentals of strategic innovation management, projects management, etc. Regarding to the methodology, the university typical teaching forms will be used: conferences, seminars, written case-studies. This procedure allows fluent interaction between students and expositors.

On the other hand, the Subjective Approach is related to the individual efforts of the participants. The contents to transfer will be the tools with which the participants will be able to generate their own experiences. Regarding to the contents, especially reality-based issues will be handled. The so-called “extra-professional” capabilities and competences will be emphasized.



The subjective-approach methods are oriented to the entrepreneurial strengths. These methods offer the participants “space to make their own decisions”, as well as the required flexibility to develop their capabilities and competences. It is important to notice that as a result of the large extension of the topics and the relative brevity of the course, this will include only those tools, which according to our experience represent the best benefits in this kind of processes.

Therefore the “Market-driven Innovation Management” Training course is divided in two sections: seminars (in presence of all the participants) and coaching of individual projects.

The seminars present a sequence of specialized conferences and practical case workshops. The speeches on specific topics will finish with a section of questions and discussions. In some selected topics, workshops will be offered.

Through the coaching component, the course offers to the participants the possibility to perfect an innovation project in their own enterprise or institution, applying the Innovation Management methods and techniques provided in the seminar. Part of the coaching is done by the experts in presence during the period of the seminars; the other part is done online.

Seminar Stages

The seminar phase is divided in three modules:

MODULES	HOURS
The Innovation Process. The market as strategic source of ideas for innovation	30
Strategy, Innovation Culture and Leadership	30
The concept of Innovation Project and its Implementation	30
TOTAL PEDAGOGICAL HOURS	90 hours

The total duration of the seminars is 90 hours. The lessons will be conducted by experts from Germany and other countries. For writing the innovation project, the participants will spend between 40 and 50 hours of practical application of the newly acquired knowledge.

Module 1

The Innovation Process

The market as strategic source of ideas for innovation



The specific topics of this section will be:

- The Innovation and its Challenges. Beyond being “Faster” and “Cheaper”
- Market Pull and Technology Push
- Innovation Process and its stages
- Fuzzy Front End of Innovation
- Opportunities Identification, Ideas Generation and Selection
 - Target market monitoring
 - Customer’s needs recognition
 - Integration of consumers into the innovation process
- Evaluation of Innovation Management Capacity in companies

Tools to be learnt:

Quality Function Deployment
Service Blue Printing
Product Clinic
Critical Incident Techniques
Complaint Management
Target Costing
Functional Model
Idea Management
IMP³rove

Module 2

Strategy, Innovation Culture and Leadership



The specific topics of this section will be:

- Strategic Management of Innovation and Technology
- Technology Prospecting
- Technology Forecast
- Development of a Innovation Culture

Tools to be learnt:

Portfolio Analysis
Road Mapping
Scenarios Development
Tools for Innovation Culture Development
Creativity stimulation

Module 3

The concept of Innovation Project and its Implementation



The topics to be handled are:

- Prototypes and their Market Test
- Business Plans for Innovation Projects
- Management of Innovation processes
 - Innovation Manager's Profile
 - Multidisciplinary Teams' Management
- Planning and Control of the Innovation Process

Tools to be learnt:

Scoring Methods
Business Plan
Innovation Controlling
Innovation Manager
Team Management

Certificate

A certificate as "Diploma on Market-driven Innovation Management" will be provided. This certificate will be extended by the University of Leipzig and Innoways GmbH.



A product of:



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