



Training Course

Market-driven Innovation Management (MIM)



UNIVERSITÄT LEIPZIG





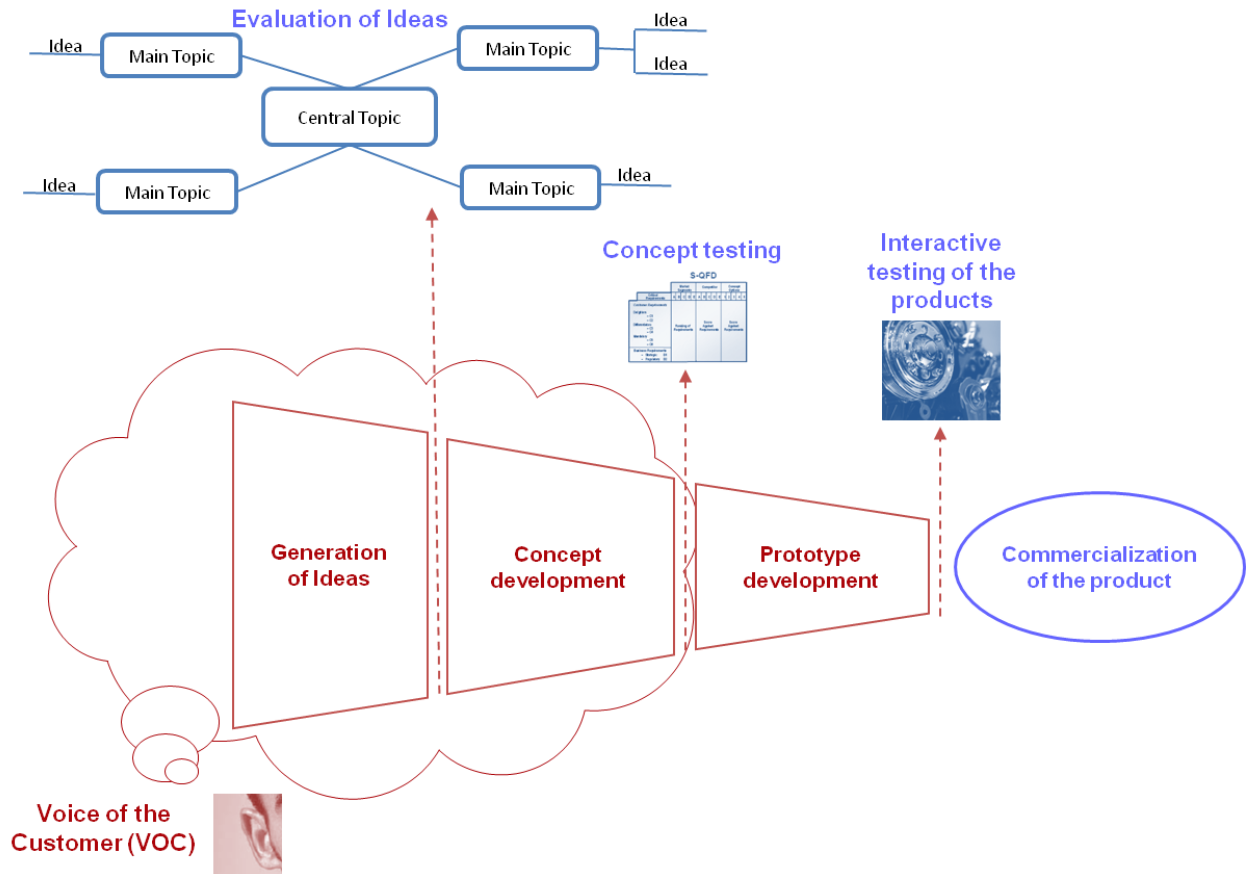
The Market-driven Innovation

Innovations are important factors for strengthening the competitiveness of any enterprise. Product and service innovations oriented to new or existing markets as well as the development and implementation of new production processes and organizational structure are decisive factors in the marketplace.

In market-driven innovation processes, the company's attention is focused on the newly discovered unfilled need of the potential customers. Consumers are the central point to the process; it is necessary to integrate them into the process in order to better understand their explicit or latent needs in order to create products and services in accordance with these needs.

Today's possibilities to access information worldwide have changed the role of the customer in the global marketplace. Market-driven innovation management requires a systematic approach that allows for understanding and developing solutions which effectively respond to the fulfillment of the users' needs. The "consumer's voice" must be integrated from the beginning in order to identify the consumers' needs, wishes and the changing customer trends. Hence, the fuzzy nature at the front end of innovation processes requires the application of effective techniques and tools to drive this integration in a consistent way.

This training course is intended to address the integration of the customer within the innovation process, focusing on a practical approach. Specific tools will be presented to deal with the market-oriented innovation process.



The innovation process commences with the generation of ideas, which come from inside the enterprise and from the consumer's voice. This group of needs and wishes is classified and analyzed by a multidisciplinary team under the direction of the Innovation Management with the goal of expressing the consumers' requirements in plausible terms and categorize them into logical groups.

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

Finally, during the commercialization phase of the product or service, it is essential to pay special attention to time analysis. Time-to-market is important and 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.

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 individual innovation projects as processes.

Management of Innovation Projects

The innovation process requires the collaboration of different people and departments, in particular research and development (R&D), sales & marketing, and production and purchase departments. In order to achieve an effective collaboration with all the departments, it is required to build interdisciplinary teams. The teams work on highly customer-oriented projects that maximize customer benefit from the customer voice and develop prototypes, which allows for innovative products and services. The Innovation Manager is supposed to perform special direction over the process interfaces with all the divisions of the enterprise.

The Innovation Manager is in charge of coordinating the whole process and must be able to:

- Manage “know how” from a strategic and operative point of view,
- Coordinate interdisciplinary team work,
- Show strong communication and presentation competencies,
- Promote new ideas and identify the consumers’ needs and wishes,
- Run efficient and market-driven innovative projects.



The concept of the Market-Driven Innovation Management Training Course

The course Market-driven Innovation Management is designed for managers and entrepreneurs in 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 Conoscope GmbH, both from Germany.

This training course advances a revolutionary vision of innovation; the classical approach of product-oriented innovation through technology is forsaken in favour of market-driven innovation. This new concept allows the participants to understand 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, thus increasing the potential success of the innovative product.

In order to integrate this vision into the firm's strategy, it is crucial to have the tools that allow the generation and development 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 innovation management. Participants will acquire the capability to integrate and implement them in their company.





Methodology of the formation program

A fundamental principle of this 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 methodology, classical class room setting and case-studies discussions will be used. This procedure allows fluent interaction between students and course facilitators. On the other hand, the Subjective Approach is related to the individual efforts of the participants. This offers the participants “space to make their own decisions”, as well as the required flexibility to develop their capabilities and competences. Here we especially emphasise the application of innovation management tools in a real project setting.

Therefore, the “Market-driven Innovation Management” training course is divided into two sections: a seminar phase which consists of two modules and a second phase with individual project coaching (the later starts in presence of the participants and continues online).

The seminars are 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 the participants the possibility to perfect an innovation project in their own enterprise or institution by applying the Innovation Management methods and techniques provided in the seminar. Part of the coaching is done by the experts at the seminars, then the project will be completed during an intensive coaching module and the last details will be perfected with online coaching. The online coaching period starts after the coaching module in presence and finishes 3 weeks later, leaving the participants enough time for the completion of their project under the guidance of the coach.

Structure and contents

Activity	Hours
Module 1: The Innovation Process. The market as strategic source of ideas for innovation	30
Module 2: Project management in the innovation process	35
Coaching Module	40
Total hours	105

The total duration of the modules in the first phase is 65 hours. The lessons will be conducted by experts from Germany and other countries. The 40 hours of the coaching module will be distributed in order to coach intensively every group (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

- Challenges in innovation management
- The innovation process
- Strategic management of innovation and technology
- Integration of consumers into the innovation process

- Idea generation
- Idea evaluation

- Price-to-market
- Time-to-market

- Service engineering
- Best practices: evaluation of innovation management capacity in companies

Tools to be learnt

- Portfolio Analysis
- Fast Concept Development
- Product Clinic

- Creativity tools
- Personas
- Quality Function Deployment

- Road mapping
- Target Costing

- Service Blue Printing
- IMP³rove



Module 2: Project management in the innovation process

The specific topics of this section will be

- Concept development
- Systematic problem analysis
- Systematic Innovation
- Product concept and prototypes

- R+D projects
- Project's start
- Planning (Part1)

- Planning (Part 2)
- Risk management
- Communication management

- Competency management
- Innovation manager
- Multidisciplinary teams' Management

- R&D Financing models
- Business plan for innovation projects
- Innovation Controlling

Tools to be learnt

- Cause Effect Chain Analysis
- Function Analysis
- Contradiction Matrix

- Project portfolio
- Project development models
- Objective definition
- Project charter
- Stakeholder analysis

- Time planning tools
- Resource planning tools
- FMEA
- Information matrix

- Responsibility matrix
- Competency matrix
- Communication tools for team management

- Financing models
- Business plan guideline
- Innovation Metrics
- Scoring Methods



Trainers and coaches



Prof. Dr. Utz Dornberger

Dr. Dornberger is the Director of the SEPT International Program of the University of Leipzig, where he has a professorship in development economics. His academic and professional focus is especially on innovation in SMEs, innovation policy, entrepreneurship promotion and internationalization processes. After finishing high-school, he completed the Studies of Biology at the Friedrich Schiller University, then a PhD in natural sciences and a Master in Small Enterprises Promotion and Training (SEPT). He is also the CEO of Innoways GmbH, a consulting firm specialized in the fields of innovation management, technology brokering and internationalization. He has international experience in 5 continents and over 25 countries. He is the trainer of Module 1.



M.Sc. Carlos Andrés Palacios Valdés

He is a consultant in technology and innovation management with focus on the early phases of the innovation process (innovation strategy, generation, evaluation and implementation of innovation ideas) as well as definition and management of innovation projects. His professional career has been developed in Latin America in the area of packaging design and development, and since 2004 in Europe, where he works as innovation management consultant at Siemens AG in the Corporate Technology department in Munich, Germany. His projects belong to three sectors: Energy, Industry and Healthcare. He is also a trainer and project advisor in Europe and Latin America. He is the trainer of Module 2.



Alfredo Suvelza, MBA

Mr. Alfredo Suvelza earned the MBA in Small and Medium Enterprise Development at the SEPT International Program of the Universität Leipzig, Germany, where he has been working since 2008. His activities include training and coaching projects in the field of innovation management and promotion, areas in which he operates as a private international consultant and coach as well. Besides his background in the private sector as entrepreneur and manager, he has professional experiences as teacher and working with international cooperation, governmental and non-governmental organizations. He is the coach for the Coaching Module and the online coaching period.

Important information

Place and Dates

The three modules can be planned in three consecutive weeks or with intervals. Each module takes 5 to 6 days. The training course has been organized in several countries around the world.

Language of instruction

The “Market-driven Innovation Management” training course and its materials are available in English, German and Spanish.

Certificate

The certificate of “Market-driven Innovation Management - Training Course” is provided. This certificate will be extended by the Universität Leipzig and Conoscope GmbH.



Contact

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