

inn[o]pact

Bringing forth radical innovation –
Building the capacity to innovate

A method that is well structured regarding the process
and open-ended regarding the result

NR 27



metalogikon

There are no foolproof rules how organisations can become more innovative. But every enterprise can find its own path to build capacity to innovate. inn[o]pact is designed to support that path. Many companies master incremental innovations and know how to improve their products, services and processes step by step. But how can radical innovations, like the iPod, the Compact Disc, the Smartphone or internet-based sales and distribution, be fostered? A radical innovation is a major competitive edge for any enterprise. So, how can processes be launched which generate both incremental as well as radical innovations more rapidly and more often? Such processes when implemented successfully increase an enterprises' capacity to innovate. inn[o]pact develops this capacity. It is a well structured process through which your enterprises' capacity to innovate develops and increases.

inn[o]pact

inn[o]pact is itself a radical innovation as it fundamentally differs from other innovation processes. inn[o]pact is the result of a two-year research project that has been funded through protec 2002+, a research and development funding programme of the Austrian Federal Ministry of Economy. inn[o]pact is the result of approximately 600 R&D workdays of 35 people from 9 enterprises.

How does inn[o]pact differ from other innovation processes?

inn[o]pact is itself a radical innovation because:

It incorporates those phases of the innovation process that are typically not structured systematically, i.e. conceiving new ideas, dealing with uncertainty and risk, and perseverance.

It addresses both, the cognitive aspects of innovation, i.e. what is changing in the markets right now, what will be changing in the markets in the future, what yet unnoticed and subtle demands emerge, as well as the emotional aspects of innovation, i.e. what do we really want, what market developments do we dare to address, which new needs of our end-users do we feel capable of tackling?

It extends the concept of rapid prototyping to every type of innovation; rapid prototyping is not only applied to product innovation but also to innovation of services and innovation of processes.

It has a lasting effect in enterprises through establishing a new business process to continually expand the capacity to innovate.

These differences aim at the success of your innovation and guarantee the high profitability of your investment.

The core question as the source of your capacity to innovate

As in archery the arrow, your innovation idea will soar higher the larger the tension with which it is launched. The tension that is sought in an innovation process is the gap between what is being done and what could be done to meet customer needs or to fulfil yet unobserved demands of potential customers. Is that too grand an aspiration? Perhaps not because many successful start-ups first ask a question like:

What is waiting to be brought into the world by our enterprise? To find answers to this fundamental question, inn[o]pact begins by enabling the innovation team to ask former, current and potential customers as well as end-users unusual questions:

What kinds of goods and services are being provided by your customers as well as end-users, and in what ways are they provided?

What is on the minds of these people?

What are they paying attention to?

What are they concerned with?

What are their aspirations?

Objectives and results

Starting from not knowing what the innovation might be, inn[o]pact aims at three goals that are to be met within 9 months:

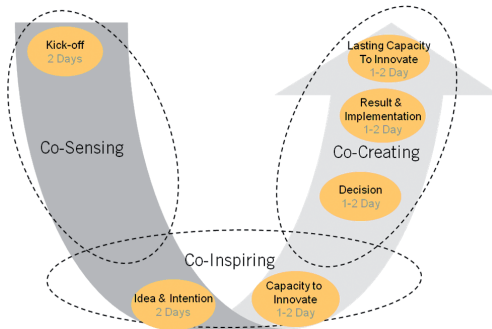
The capacity to innovate, i.e. the capacity to create something new that becomes economically successful and earns profits will be expanded.

One rapid prototype emerging from those ideas that are found in the first phase of inn[o]pact will be tested by potential customers and end-users to receive qualified feedback from the potential market.

The prototype of the business process “capacity to innovate” will be developed and implemented.

inn[o]pact: A well structured yet open-ended innovation process

inn[o]pact requires six 1 – 2 day workshops within 9 months as well as four intensive tasks in between those workshops where Task 3 runs parallel to Task 2 and 4.



KICK-OFF

Workshop 1 (2 days)

Reflect on experiences concerning innovation within the enterprise; understand the significant difference between invention, innovation and capacity to innovate; establish a clear relationship between the strategy of the enterprise and the innovation process; open up for new ideas; determine attention fields for investigation; become acquainted with methods and procedures for the first task.

TASK 1

Length of period approx. 3 months

Starts with Workshop 1 and ends with Workshop 2
10-15 dialogue interviews by each innovation team member with former, current and potential customers and end-users along the core questions agreed on in Workshop 1; documentation of each interview; studying all interviews of all innovation team members.

IDEA & INTENTION

Workshop 2 (2 days)

Work on the questions: What is changing in the markets right now, what will be changing in the markets in the future, what yet unnoticed and subtle demands are emerging? Then work on the innovation ideas and on the intention of the innovation team: What do we really want, what market developments do we dare to address, which new needs of our end-users do we feel capable of tackling? Decide about a first prototype; excite decision makers about the innovation idea; create the mental picture of the prototype to be tested by potential customers and end-users.

TASK 2

Length of period approx. 3 months

Starts with Workshop 2 and ends with Workshop 4
Build prototype as agreed upon in Workshop 2; plan with whom and how the prototype will be tested to receive qualified feedback from the potential market.

CAPACITY TO INNOVATE

Workshop 3 (1 – 2 days)

Cycle of Experiential Learning: Reflective observation, abstract conceptualisation, active experimentation, concrete experience; what supports innovation? Start specifying the business process “capacity to innovate”; start measuring the enterprise capacity to innovate; relate strategy with the business process “capacity to innovate”.

TASK 3

Length of period approx. 5 months

Starts with Workshop 3 and ends with Workshop 6
Draft a prototype for the business process “capacity to innovate” based on the results of Workshop 3 and of the ongoing innovation process; obtain approval for the business process from management.

DECISION

Workshop 4 (1 – 2 days)

Test the prototype with decision makers of the enterprise to receive qualified feedback from them; decide about adaptations of the prototype prior to the tests by potential customers and end-users; agree on the plan with whom and how the prototype will be tested to receive qualified feedback from the potential market

TASK 4

Length of period approx. 2 months

Starts with Workshop 4 and ends with Workshop 5
Make the necessary adaptations of the prototype; let potential customers and end-users test the prototype; document qualified feedback from the potential market

RESULT & IMPLEMENTATION

Workshop 5 (1 – 2 days)

Reflect on Task 4; appreciate the prototype; clarify what needs to be done such that the prototype becomes economically successful and earns profits.

LASTING CAPACITY TO INNOVATE

Workshop 6 (1 – 2 days)

Reflect on Task 3; appreciate the prototype of the business process “capacity to innovate”; clarify what needs to be done such that the business process is put into practice.

The benefit of inn[o]pact

Benefit for the whole company

Competitive advantage

Increase of company value through new, economically successful products or services

Implementation of an innovation process in line with the strategy of the enterprise

Establishment of an innovation and technology management that works

Lasting expansion of the capacity to innovate

Benefit for the innovation team

Learning how to create and establish something new that becomes economically successful and earns profits

Empowerment through involvement in an innovation project

Qualification as innovation team

Benefit for individuals of the innovation team

Learning how to manage innovation projects

Learning how to communicate in a way supportive to innovation

Acquisition of new knowledge about theories and concepts of innovative organisations

Target group

Target group for inn[o]pact are enterprises and organisations, which need to expand their capacity to innovate to create their future.

Required workload

Every member of the innovation team will have to participate in 6 workshops. For the Tasks 1 to 4 members of the innovation team need to spend 10% to 50% of their working time during those 9 months.

Costs

For a detailed proposal please contact one of the partners of metalogikon, <http://www.metalogikon.com/geschaeftsfuehrende-partnerinnen.html>

List of references

For information about companies and organisations which have implemented innopact please contact one of the partners of metalogikon.