rainova IMM

The Innovation Management Model

Welcome to

Rainova Innovation Management Model

Welcome to
Rainova Innovation Management Model

The Rainova Model is a model of innovation management designed to be applied in SMEs and micro-SMEs, as well as vocational training centres, associations and local and regional development agencies.

It is a model based on the idea that any organization can be innovative, regardless of its size, sector and socio-economic environment.

In its design, many references have been taken into account, both at European and international levels, paying particular attention to the newest existing approaches in both innovation and advanced management.

The RAINOVA model not only provides a detailed description of innovation management (what to do) but also provides tools and recommendations for its autonomous implementation (how to do it).

The focus of the innovation management laid out in the RAINOVA Model aims to help organizations to respond to internal and external opportunities presented to them, using their skills while introducing new ideas, processes, products and services.

The RAINOVA Model aims to be a simple and useful framework of reference, which inspires user organizations on how to advance on their own path to innovation.

click

The RAINOVA Model, which is described below, is based on the following **starting hypothesis** that reflects a way of understanding the management of innovation:

To achieve excellent results that add value to customers, the organization (employees, executives and shareholders) as well as any other stakeholder, within an increasingly demanding and constantly changing environment, an organization should ensure a steady stream of innovations. To achieve this, the organization should establish a clear set of routines that allow:

1. To be alert (aware) of what is happening "out there" (capture / capture signals)

2. To generate and develop ideas (opportunities)

3. To turn ideas into initiatives and projects (possibilities)

4. To transfer and exploit the results in the form of products and services with market value (realities)

"The constant flow of innovations mentioned above is only possible through a strong commitment of the leaders and staff of the organization around a strategy of innovation and the creation of an organizational context that triggers (that allows to develop) creativity and initiative of the personnel."

Standard model

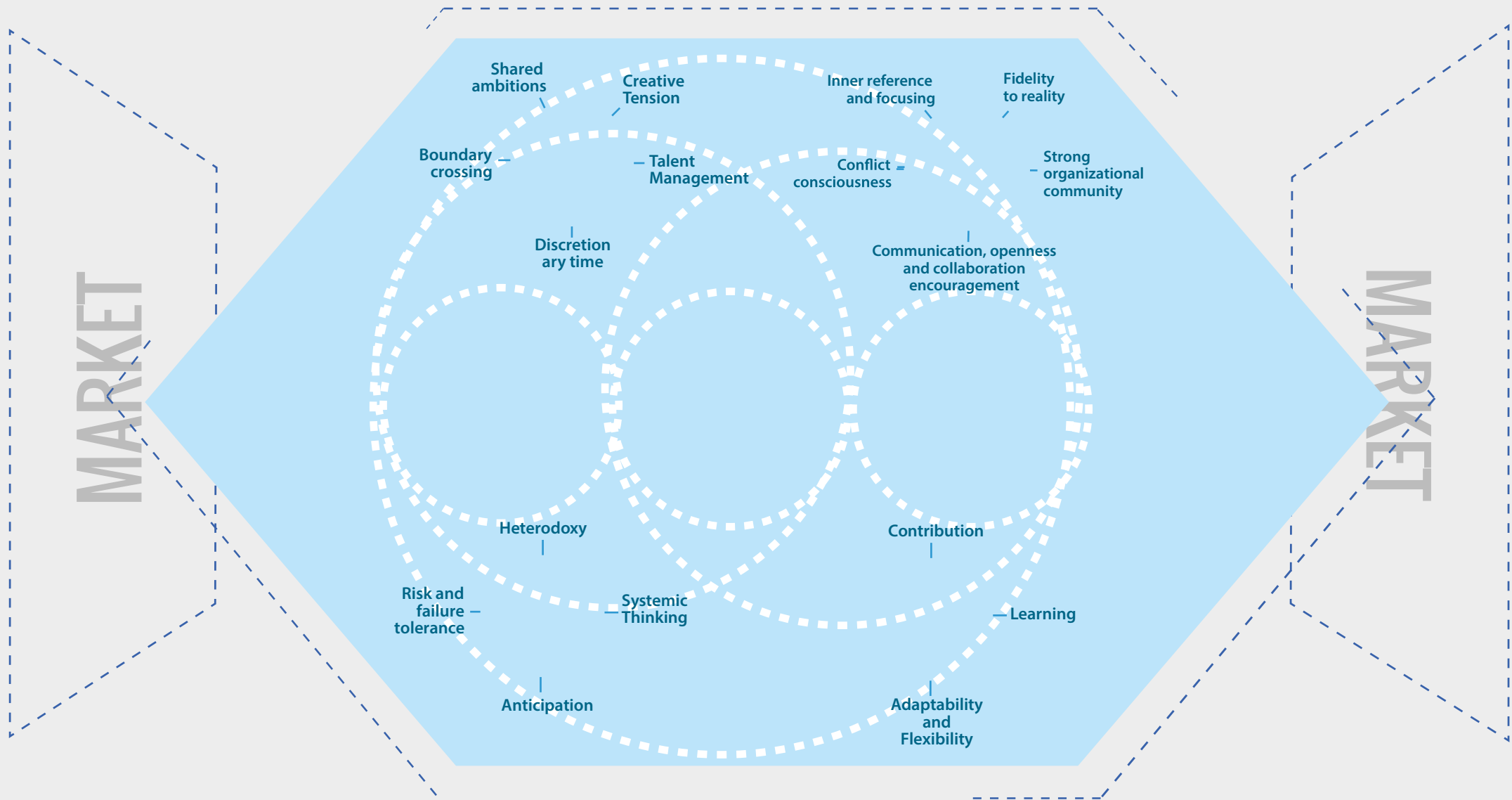In the Standard Model four distinct parts are identified and described:

1. The Routines

2. The Facilitators

3. The Factors of an Innovative Culture

4. A Shared vision of Innovation, the identification of the relations between the different parts of the model (routines, facilitators and factors of culture) as well as a glossary of terms related with innovation.

MARKET

MARKET

Shared ambitions

Creative Tension

Inner reference and focusing

Fidelity to reality

Boundary crossing

Talent Management

Conflict consciousness

Strong organizational community

Discretionary time

Communication, openness and collaboration encouragement

Heterodoxy

Contribution

Risk and failure tolerance

Systemic Thinking

Learning

Anticipation

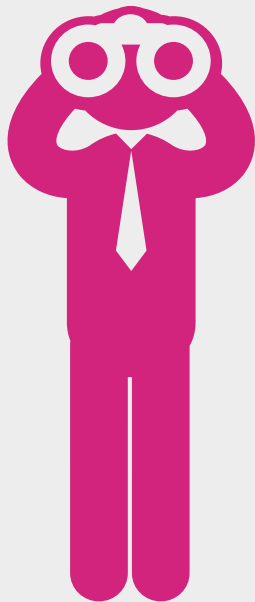Adaptability and Flexibility

Linkages

Routines of innovation

Routines make up the way things must be done in an organization.

They have to do with the "repetitive" part of the management model.

AWARENESS

A routine designed **to collect internal and external information** so as to select, analyse and disseminate in order to turn it into knowledge aimed at being able to take lower risks and anticipate changes.

The organization should determine external and internal issues that are relevant to its purpose and that affect its ability to achieve the intended outcomes.

AWARENESS

1. **External environment:** The organisation scans and analyses the external environment (market, technical, political, economic and social aspects) to identify present and future challenges.

2. **Internal environment:** The organisation analyses its current and future capabilities regarding innovation management (management practices, cultural, capability, operational and performance aspects).

3. **Needs and expectations of stakeholders:** The organisation determines the stakeholders (partners, suppliers, distributors, customers and users, public authorities, employees, top management, departments, shareholders, etc.) that are relevant, and identifies their needs, expectations and requirements.

Tools

Awareness tools

Benchmarking

Strategic intelligence management

Intellectual property management

Patents Analysis

Technology Watch

Technology Search

Business Intelligence

CRM Customer Relationship Management

COLLECTION, ANALYSIS, SELECTION AND DEVELOPMENT OF IDEAS.

A routine by which ideas and initiatives are collected, analysed, selected and developed, with the aim of including them into the innovation project portfolio.

A systematic idea management process should be defined to ensure a steady flow of new ideas.

COLLECTION, ANALYSIS, SELECTION AND DEVELOPMENT OF IDEAS.

1. **Scope of idea generation:** The organization has a clear understanding about on which aspects apply creativity. The scope of idea generation is known (targeted or general).

2. **Frequency of the idea collection, evaluation and selection:** The time dedicated to these activities is considered enough, and all personnel have the chance to participate.

3. **Methods to canalize and develop ideas:** The organisation has methods that ensure, in an easy way, the treatment of ideas and initiatives, and their further development.

4. **Evaluation of ideas:** The organisation has explicit criteria to evaluate the ideas. The criteria applied are known by the staff.

Tools

Mind tools / Mind Mapping

Brainstorming

Lateral thinking

TRIZ

Scamper Method

Problem solving tools

Decision making tools

Portfolio management tools
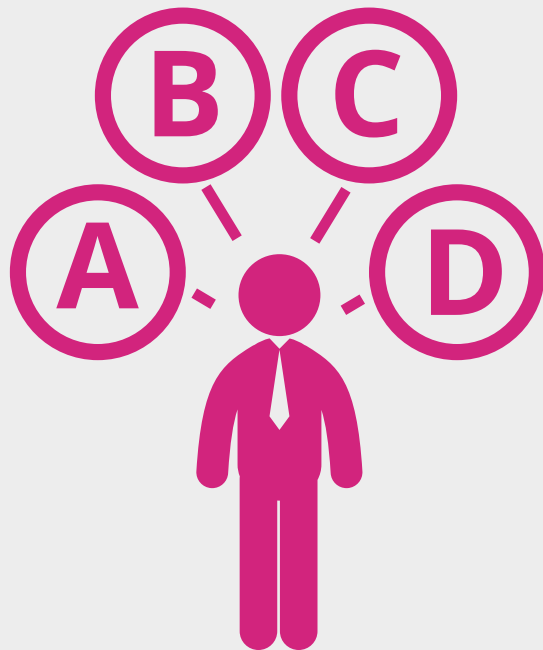
Design Thinking

Innovation Thinking

Quality Deployment Function (QDF)

INITIATIVES AND PROJECTS MANAGEMENT

A routine that comprises: Planning, execution, follow up, verification, validation and evaluation of a project or initiative.

When a multi-project situation is reached, the organization can establish an integrated management of the project portfolio.

INITIATIVES AND PROJECTS MANAGEMENT

1. **Objectives and expected results:** The objectives and the expected results are clear and are focused on customers´ current and future needs.

2. **Task to be undertaken:** The organization has a clear idea about the different tasks to be worked out (sequence, quality requirements, milestones, start and completion dates, "go/no-go" decision points, etc.)

3. **Resources to be committed:** The organization has allocated the necessary resources (people, budget, materials, equipment and facilities) for a proper development of the project.

4. **Follow up the project/initiative:** The organization has established formal reviews to mark the progression from one task to the next or to terminate the project and capture learning for future projects. If it were necessary, the organization designs risk mitigation strategies.

5. **Management of the project portfolio:** To assure an integrated management of the project portfolio, the organization fits with priorities according to the decided innovation strategy, tries a balance both, of the short-term/long-term projects, and of the high-risk/low-risk projects, looking for an optimization of shared resources.

Tools

Project management

Business process re-engineering

Just in time

Projecto portfolio management

Rapid prototyping

Quality Deployment Function (QDF)

Value analysis

Team building

Collaboration Management

Problem solving tools

Decision making tools

Quality management tools

Balance scorecard

TRANSFER AND COMMUNICATION

A routine that **seeks the maximum use of the initial value (result)** generated by a project or initiative.

The organization assures a proper transfer of the results of innovation to operational units, markets and stakeholders.

TRANSFER AND COMMUNICATION

1. **Protection of the results of innovation:** The organization protects, properly, their innovations (intellectual property, patents, etc.).

2. **Success of innovation:** The results of innovations are introduced in the market or implemented in a process and produce a return to the organization.

3. **Returns on investment of innovation activities:** The organization develops marketing and sales plans to exploit and have success with the results of the innovation projects. In other cases, the organization creates new business using the results of the innovation projects (start-ups).

4. **Resources for the exploitation:** The organization secures funding and resources for market introduction and expansion, and establishes production plans, supply chain agreements, customer support protocols and feedback and training of the involved disciplines, as required.

Tools

Intellectual property management

Marketing tools

Business simulation

Business plan

Canvas model

Start-ups management

Communication skills

Enablers

Elements that give sense and enable that the innovation activities come true, generating, at the same time, a climate that supports innovation.

Innovation Strategy

Set of guides and policies of innovation that are integrated within the organisation overall strategy before being communicated, deployed, reviewed and updated.

- New ideas and opportunities are continuously scanned and identified.
- Promising and balanced innovation priorities are explored and set
- The strategic management of innovation is integrated into the overall management system

Tools

Strategy tools

Knowledge audits

Knowledge mapping

Strategic Intelligence Management

Balance scorecard

Innovation Strategy

1. **Scanning new ideas and opportunities:** Spotting trends and emerging ideas in and outside the sector; using scenarios to look into possibilities for the future; scanning and road mapping technology; collecting innovation ideas from leading edge customers; understanding current and potential competitors (products, services, position and intentions); collecting innovation ideas from employees, partners and networks, etc.

2. **Exploring and setting innovation priorities:** Defining de organization's approach for innovation (explorer, fast follower, coloniser, imitator, specialist); establishing what is core and non-core for the present and future organization; selecting innovations that provide differentiated and superior value proposition; developing a balanced and sound portfolio of innovative products and services, etc.

3. **Integration of innovation into the overall activities:** Regularly assessing the organization's readiness for and performance on innovation; setting goals for innovation; developing, reviewing and updating the innovation strategy and its consistency with the overall strategy of the organization; managing a set of measures around innovation, etc.

4. **Establishing an innovation vision (shared vision):** The organization establishes an innovation vision, which is a statement about what the organization wants to achieve in terms of innovation. That vision inspires persons to commit and work towards it and is sufficiently ambitious and not constrained by the organization's current capabilities.

Leadership for innovation

Leaders are the people who co-ordinate and balance the interests of all who have a stake in the organisation: the executive team, all other managers and those in team leadership position or with a leadership role.

- Leaders promote innovation and entrepreneurial culture

- Leaders are involved in establishing and implementing ways of working to support innovation

- Leaders engage with stakeholders to identify opportunities to innovate

- Leaders ensure that the responsibilities and authorities are established

Tools

Coaching tools

Engagement tools

Recognition tools

Leadership skills

Team management tools

Decision making tools

Stress management

Time management

Communication skills

Leadership for innovation

1. **Leaders promote innovation and entrepreneurial culture:** creating and sharing a clear vision with people as to what innovation may achieve for the organization; welcoming creative ideas; promoting autonomy and an entrepreneurial mindset; fostering risk acceptance, experimentation and willingness to challenge the status quo; accepting mistakes and showing people how to learn from them; rewarding and recognising people for innovation, etc.

2. **Leaders are involved in establishing and implementing ways of working to support innovation:** setting principles that support and encourage innovation; establishing and using clear criteria for screening innovation; developing a clear measurement system for ways of working to make innovation part of the overall management system; developing an appropriate innovation process; discouraging conflict between functions and arbitrating if necessary; minimising waste and bureaucracy, etc.

3. **Leaders engage with stakeholders to identify opportunities to innovate:** engaging with customers and others stakeholders as a source of innovation; working with key partners to share information and review innovation opportunities; involving society representatives in contributing and understanding innovation, etc.

4. **Leaders ensure that the responsibilities and authorities are established:** leaders establish responsibilities and authorities for relevant roles related to innovation, and communicate them within the organization.

Innovators

All of the individuals employed by the organisation including full time, part time, temporary and contract employees which take part, actively, in the innovation activities.

- People can lead and contribute to innovation

- People are educated and developed to lead and contribute to innovation

- The organization offers an innovation-friendly environment

Tools

Leadership skills

Team management tools

Stress management

Time management

Communication skills

Innovators

1. **People can lead and contribute to innovation:** ensuring people understand their personal contribution to innovation priorities; providing entrepreneurial challenges; favouring some informal structures and autonomy; encouraging and supporting individuals and teams to share and document innovative ideas; recognising people and teams for innovative ideas, etc.

2. **People are educated and developed to lead and contribute to innovation:** developing individual's ability to generate new ideas, experiment and problem solve; developing individual's ability to work in cross-functional teams; developing people's ability to interact and network with others, etc.

3. **The organization offers an innovation friendly environment:** recruiting talent people; creating a sense of enthusiasm; ensuring people have the resources, space and time to explore innovative opportunities; ensuring project teams are diverse and balanced, etc.

Cultural factors

The total range of behaviours, ethics and values which are transmitted, practised and reinforced by members of the organization.

A culture of innovation has to do with a way of thinking and acting that generates, develops and establishes values and attitudes designed to promote, assume and foster ideas and changes that mean improvements in the working and efficiency of the organization, even if this means breaking with what is conventional and traditional.

1. **Heterodoxy**

2. **Systemic Thinking**

3. **Anticipation**

4. **Risk and failure tolerance**

1. **Adaptability and Flexibility**

2. **Contribution**

3. **Learning**

1. **Fidelity to reality**

2. **Strong organizational community**

3. **Internal reference and customer focus**

1. **Shared ambitions**

2. **Creative Tension**

3. **Talent Management**

4. **Discretionary time**

5. **Open organization ructure /"Boundary crossing"**

ATTITUDE
factors

Factors:

An attitude can be defined as a positive or negative **evaluation of people, objects, event, activities, ideas,** or just about anything in your environment.

It's an expression of favour or disfavour toward a person, place, thing, or event (the attitude object).

HETERODOXY

It has to do with **questioning our "mind models"**, the assumptions on which we base our behaviours and interpretations about what is happening around us. We are talking about the internal spirit of renovation and change.

The systematic rethinking is what guarantees the adaptation to new situations, i.e., survival and organizational success.

Suggestions:

- Encourage different views from the ordinary in the organization, even though they may challenge the current ways of doing and thinking

- Rejecting situations where one has to choose between "black" and "white" and looking for imaginative "win-win" solutions

- Recognizing inconsistencies between what is said and what is done

- Avoid hiding behind expressions like "as everyone knows, …", "this has always been true, …" and the like

- Offering staff experiences that give them multiple perspectives: internal rotation of positions, participation in multidisciplinary groups, knowledge of other organizational realities, etc.

Heterodoxy

SYSTEMIC THINKING

Systemic thinking promotes a **better understanding of the activities** of an organization, both internal, such as the organization develops in relation to the outside (customers, suppliers, partners, etc..).

Lets us see the interrelationships between people, the impact of decisions and which the keys of business are.

Suggestions:

- Viewing through complexity, the underlying structures

- Analyzing the impact of projects, actions and decisions beyond what is immediate or obvious

- Studying the cause-effect relationships involved in our actions

- Identifying what "levers" are, the key elements in a complex situation

ANTICIPATION

Having a proactive behaviour to **improve the quality of our initiatives and projects**, and increase the speed of our responses.

Look beyond the urgencies of the day, imagine different future scenarios, step into the shoes of the customer, etc., will help us get ahead.

Suggestions:

- Putting ourselves in our client's shoes

- Actively analyzing the evolution of events, activities, indicators, ...

- Imagining different possible future scenarios

- Looking for analogies in other experiences, organizations, sectors, etc..

RISK AND FAILURE TOLERANCE

Both innovation and organizational learning require **trying new things**, seeing what happens, and **learning from the experience**. When those trying new ideas are punished for "mistakes", two things go wrong:

1. People stop experimenting, and

2. Mistakes are cover up, so no organizational learning results.

Suggestions:

- Encouraging staff to propose and develop new initiatives, and protecting them from premature reviews

- Offering a deal / differential recognition that could favour those who engage in risky and potential activities

- Emphasizing and exploiting the potential of failed learning experiences.

- Knowing the difference between a failed experience and the person itself, reinforcing learning potential and audacious behaviour

BEHAVIOR
factors

Factors:

Behaviour is the **range of actions** and mannerisms made by persons in conjunction with their environment, which includes the other persons, groups or organizations around them as well as the physical environment.

It is the **response of the persons to various stimuli or inputs**, whether internal or external, conscious or subconscious, overt or covert, and voluntary or involuntary.

ADAPTABILITY AND FLEXIBILITY

In organizations, the dilemma **"rules *vs* improvisation"** is solved if we have one eye on the end rather than the means, in the end, rather than the tools to achieve it. Improvising is not to ignore or delete the rules, but know when to be flexible when changes can be entered or directly leave outside the rules.

Therefore, improvisation, yes, but also rules (search for an intelligent balance, ...)

Suggestions:

- Assuming that both responsible improvisation as well as norms, are essential.

- Changing or adapting the rules whenever circumstances so determine it, ...

- Determining where the ability to be flexible becomes more convenient.

- Focusing attention on the goal, rather than the tools to achieve it.

- Ensuring that people have the skills and qualities needed to adapt to changing circumstances.

- Direct monitoring towards results, rather than the specific path chosen to obtain them, which in fact, may be very different.

CONTRIBUTION

Understanding how each of us creates value for the organization, can help us a **better understanding** of our work and its chance to be improved.

The performance of each person at organisation has sense only if it contributes to the organisational performance.

Suggestions:

- Analyzing each person's contribution in terms of "adding value" to customers and the organization

- Leading projects and initiatives

- Communicating clearly and accurately

- Helping, supporting and training other colleagues

- Respecting

- Taking risks

LEARNING

The useful and shared learning is the raw material from which innovation is created. Learning means, not only new knowledge, but being able to use them, put them into practice.

Accumulated knowledge is not as relevant as the flow of new knowledge.

Suggestions:

- Understanding the organization as a collective learning space

- Developing skills related to active listening, effective communication and observation

- Generating, within the work itself, opportunities for experimentation and learning

- Explaining the decisions, actions and results trying to extract some "lessons learned"

- Searching for top class partners, customers and partners from whom one can learn
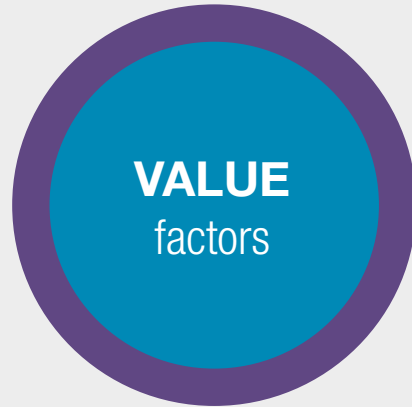
VALUE
factors

Factors:

Organizational values are the **standards** of a company. These standards govern how employees behave at work and help support the mission of the organization

They define how people want to behave with each other in the organization. They are traits or qualities that are considered worthwhile. They represent an individual's highest priorities and deeply held driving forces.

FIDELITY TO REALITY

"Being realistic generates innovation." The natural tendency to see what you want, self-deception, blindness afraid to confront what can be discovered, are some of the fastest ways for disaster.

Suggestions:

- Developing actions in order to awaken awareness on what is happening (designing a reliable command layout; recognizing all conflicting or troubling aspects of the organization, recognizing successes (reinforcement), staying close to the action (projects, leaders, customers and collaborators, ...)

- Avoiding complacency and adulation. Feeling comfortable should be considered as an alarm, ...

- Developing curiosity, active listening, patience and empathy

- Communicate, communicate and communicate on what is happening, and what is going to be done about it ...

STRONG ORGANIZATIONAL COMMUNITY

In organizations with a **strong organizational community**, people take care of each other and help each other out. They think in terms of the good of the whole rather than just the agenda of their area. Organizational community provides a base of support for innovators.

There is a place where:

- People are an integral part of the project
- People feel important and valued
- Work (or challenge) produces satisfied people
- The cause of the organization connects with the aspirations of the people
- There is an environment of trust and credibility

Suggestions:

- Being impeccable regarding commitments

- Developing an attitude of closeness and support to other colleagues

- Trusting people and their ability to add value

- Recognizing good performance at every opportunity

- Seek solutions not causers when things go wrong, but focusing on solving the problem and learning from the situation.

INTERNAL REFERENCE AND CUSTOMER FOCUS

The internal reference implies never to lose sight, in front of any decision, which are our main statements (Vision, Mission and Values). It works like an organizational compass, helping us to position in front of new proposals and approaches. The customer focus helps us to never forget that everything we do, we do for someone (internal or external client). It's a prerequisite in any organizational culture that tries to promote innovation. Our value proposal has to meet the needs, current or potential, of our clients. The innovation and the speed to market are a result of the customer knowledge.

Suggestions:

- Making sure that all staff are aware of and committed to the fundamental statements of the organization (the Mission, Vision and Values)

- Given the fundamental statements in decision making (search for coherence)

- Informing suppliers, customers and partners of the fundamental statements

- Ensuring that all our offer and services are designed to meet the needs and expectations of our customers

- Bearing in mind that one of the main sources for generating innovation is our profound knowledge of our customers as well as the markets which the company / organization is working with, ...

CONFLICT AWARENESS

Some level of conflict fosters debate and creativity and is essential to the innovation process. It should be actively managed as a potential source of innovation.

In an innovative organization that participates in a changing environment, conflict and tensions are always present. We can admit that a certain degree of conflict is necessary and even positive. Conversely, the absence of conflict is one of the most reliable indicators of lack of personal initiative and, therefore, lack of innovation within the organization.

Suggestions:

- Developing assertiveness and open communication

- Generating a trusted environment where one can talk without fear of reprisal

- Valuing intelligent debate without losing sight of the ultimate goals of the organization

- Recalling that the work of each person makes sense if it serves to add value to others (colleagues, customers, partners, ...)

- Establishing clear criteria for decision-making and resource allocation

COMMUNICATION, OPENNESS AND ENCOURAGEMENT OF COLLABORATION

Support open and frank exchange of ideas and solutions amongst employees. Cooperation across different internal and external stakeholders is essential for innovation. An organization that encourages collaboration builds mutual respect and provides means for communication.

Suggestions:

- Establishing internal and external channels for communication taking into account aspects such as what to communicate, when, to whom and by whom and not forgetting feedback.

- Disseminating challenges and stimuli for ideas and problem solving.

- Encouraging persons and groups to collaborate in developing ideas and sharing knowledge

- Actively listening to and adopting ideas from customers, suppliers and other parties

- Joining knowledge networks, professional bodies and trade associations

- Collaborating with universities and innovation support services to assist with the generation of ideas and their development

ORGANIZATIONAL SUPPORT factors

Factors:

These factors are closely related to the structure of the organization, to its design, as well as to how to understand the role of leadership and the role to be played by people.

SHARED AMBITIONS

It is **our vision**. Something that is worth working hard. The important thing about a shared aspiration is not so much its content, but its ability to mobilize people.

It must be ambitious, audacious, difficult to achieve, but attainable, seeking differentiation.

Suggestions:

- Making everyone feel part of the organization, of its ultimate purpose

- Ensuring that it makes sense for each and every one of the people in the organization

- Making the process visible to be followed (connecting the present to the desired future)

- Avoiding the natural tendency to exaggerate the advantages and minimize the disadvantages

- Keep the shared aspiration "alive" by incorporating it into everyday conversation (in general and departmental meetings at project team meetings, contacts with customers, suppliers and partners, etc..)

CREATIVE TENSION

It is the internalized sense of the need to **"do something"**. It is the "tug of war" between the "shared aspiration" and the "perception of reality".

It is the mobilizing force that takes us out of the "comfort zone" and allows us to move forward.

Suggestions:

- Maintaining a shared aspiration with high standards and confidence

- Staying true to life at all levels of the organization (avoiding the "bubble effect")

- Translating the idea that each person can and should do something (at their own risk) as opposed to doing something that must be done (responsibility transferred to the other)

TALENT MANAGEMENT

The talent of the people is the only source of innovation. Thus, it is necessary to exploit it as widely and deeply as needed. The talent demands stimulating challenges.

Not so much that "everyone knows everything" but that knowledge is accessible to anyone who can prove helpful. Each one should contribute with talent where and when it is convenient.

Suggestions:

- Encouraging to speak frankly with solid arguments and appropriate language

- Designing initiatives that mean a challenge for the staff , delegating and taking responsibility

- Assuming subjectivity and enriching oneself with the perspective of others

- Creating multilevel and multidisciplinary teams (multilayer)

DISCRETIONARY TIME

New ideas and hunches require exploration before their value can be demonstrated to others.

Innovative organizations give people the freedom to use some of their time to explore new ideas and hunches without having to ask permission.

Suggestions:

- Creating spaces where to think about what is new, in the future, allowing one to ... "get away" from daily routine and to think about opportunities

- Allowing staff who can devote part of their time to develop their own ideas and initiatives

- Recognize that the time spent this way is not a waste of time, but an investment in the future for the organization

OPEN ORGANIZATION STRUCTURE / "BOUNDARY CROSSING"

New ideas generally don't fit the existing organizational pattern. Therefore innovators have to cross boundaries to get help and support. The organizational structure should be designed thinking of facilitating the flow of ideas, the access to the information, and the connection of people… The same should be applied considering the organization and their external environment.

Suggestions:

- Wondering whether the current organizational structure is favouring or impeding innovation

- Eliminating silos that hinder internal communication and cause partial views of the activity and the objectives of the organization

- Opening the organization to the outside world, allowing for permanent access and contact with customers, suppliers and partners

- Creating multidisciplinary teams and making them extensive to the involvement of customers, suppliers and external collaborators
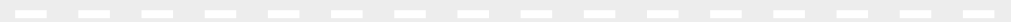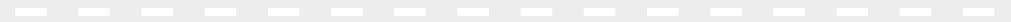
The Bridge

It`s the set of tools for diagnosis, reflection, measurement and learning that allows the organization to move from the "Standard Model" to its own model "My Model".
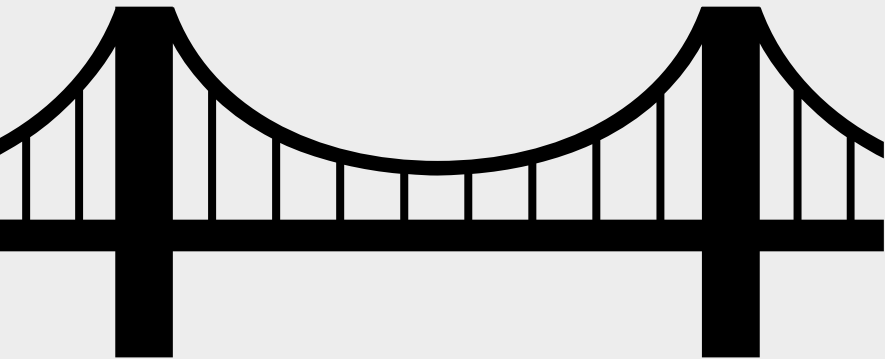
1. INNOVATION **SCORECARD**

The **Innovation Scorecard** provides organizations with the ability to clarify vision and strategy and translate them into action. By focusing on future potential success it becomes a dynamic management system that is able to reinforce, implement and drive corporate innovation strategy forward.

This tool provides a set of indicators that can be used as a guide to measure the innovative performance as well as the perception of all the stakeholders.

Indicators about the innovative performance.

How can you group the indicators?

Ex-ante

Before the innovation project is launched
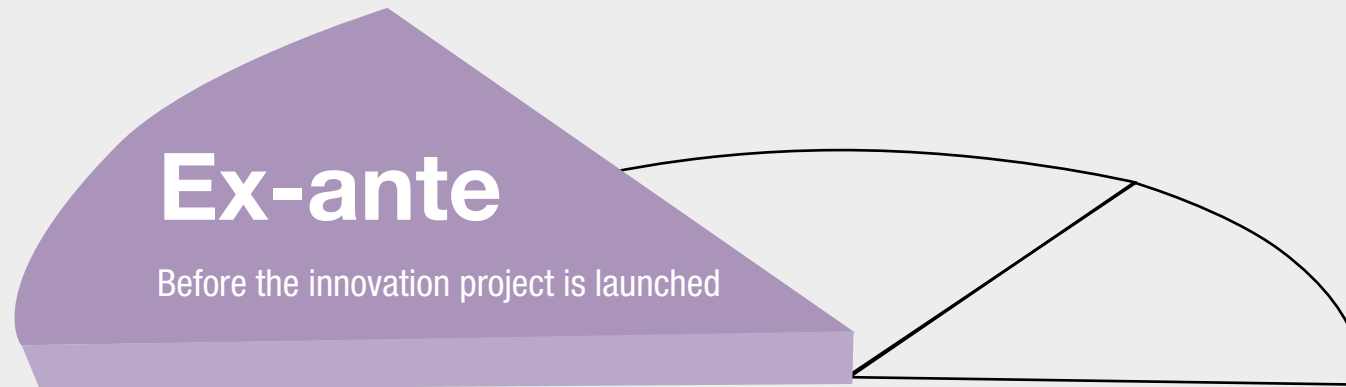
Indicators focusing on this part of the cycle should help the project manager to:

- Search and select projects that fit the strategy

- Design an announcement strategy in order to communicate the project to the right interest groups

- Choose the right funding and resource fuelling strategy

- Build systematic experience on the success of the selection procedures

- Mach the project with the right co-investors, industrial partners,…

- To identify peers and mentors for the project

Intermediate
While the innovation project is active
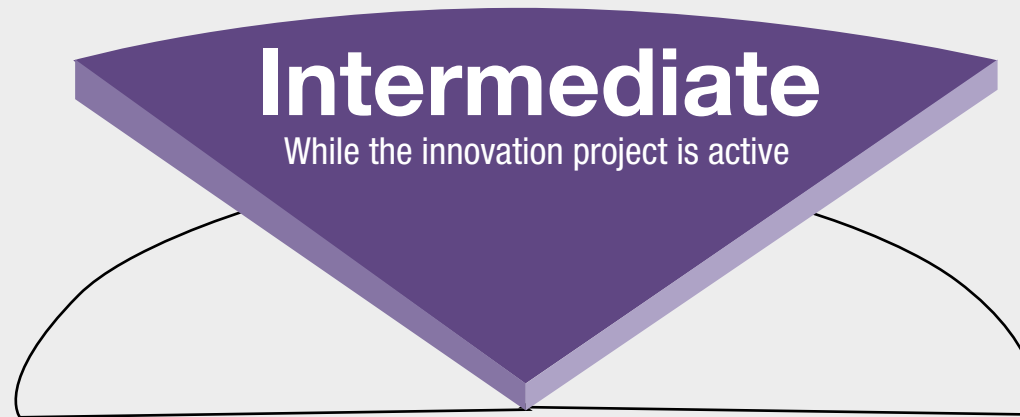
Indicators focusing on this part of the cycle should help the project manager to:

- Set up a necessary milestone strategy to measure innovation progress

- To ensure that all participant in the project are incentivized correctly

- Continuously test the innovation project according to goals

- Potentially contribute to redesign the management

- Provide information that gives support stop the funding or eventually stop the project

- …

Ex post
After the innovation project is finished
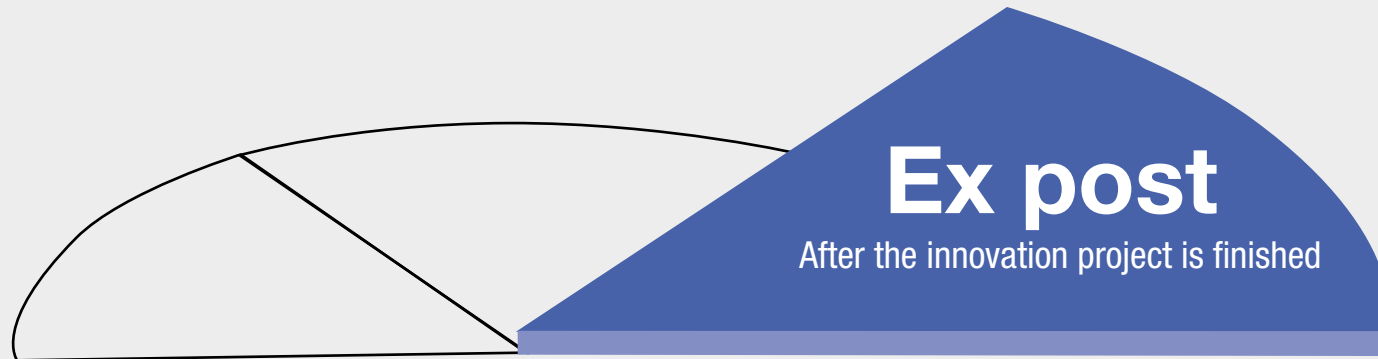
Indicators focusing on this part of the cycle should help the project manager to:

- Evaluate output from the project in terms of: value added and employment / profitability and market capitalization of the project)

- Identify the numbers and value of patent, licenses and alike,…

- Evaluate the value of strategy alliances

- Evaluate the long term firm internal and external effects (external to the firm)

- Evaluate the contribution to knowledge

- Map the relevance of the project in the aftermath

- …

Perception

Another criterion to organize our set of innovation indicators has to do with their nature or typology. So, we can distinguish between perception measures and performance measures.

Taking into account the said before, we can group them as follows:

Customer results

- Image, reputation

- Innovativeness

- Design innovation, Technological innovation, Innovation in service concepts

- Quality, value, reliability, delivery and environmental profile of new products and services

- Design innovation

- …

People results

- Opportunity to learn and achieve

- The management of innovation

- Innovation culture and leadership for innovation

- Innovation strategy

- A working environment of trust and the recognition of innovative attitudes

- …

Society results

- Provider of innovation solutions for the benefit of society

- Involvement in the communities where it operates

- Promoter of innovations to local business network

- …

Performance

Customer

- Numbers of customer accolades and nominations for awards relative to innovation (image)

- Press coverage relative to innovation (image)

- Innovation in designs (products and services)

- …

People

- Involvement in innovation activities

- Recognition and reward for individuals and teams for innovation ideas

- The development of competencies and/or the acquisition of knowledge which favour innovation and facilitate an entrepreneurial character

- …

Society

- Standard setting

- Adoption of innovation

- Impact on work life / environment / safety

- …

How good are your results?

To assess or self-assess innovation performance it would be interesting to bear in mind the following aspects:

Relevant and usefulness

THE SCOPE OF THE RESULTS OBTAINED

- Addresses the needs and expectations of relevant stakeholders.
- Consistent with the strategy and support policies.
- The key results are identified and prioritized
- The relation among the relevant results are understood.

INTEGRITY OF THE RESULTS

- The results are timely, reliable and accurate

SEGMENTATION

- The results have been appropriately segmented

RESULTS

Performance

TRENDS

- The trends are positive, and/or the performance is good and sustained

OBJECTIVES

- Have been established
- Suitable
- Are achieved

COMPARISONS

- Key results are compared
- Are suitable
- Are favourable

CAUSES (CAUSATION)

- We understand the relationship between the results obtained and the approaches
- According to the evidence obtained, there is confidence that the performance remains positive in the future

2. **DIAGNOSTIC** TOOL

The **Diagnostic Tool** allows organizations to measure their innovation management level taking into account all the relevant aspects. Thus, it facilitates the continuous assessment and reflection on the "goodness" and consistency of the innovation routines and of the enablers established by the organization as well as its innovation culture.

ROUTINES

If you are highly interested in establishing a set of activities in order to manage the "day to day" of innovation (or improve the activities already existing) you might try making a diagnosis about some or all of the routines considered in the Rainova Model.

ENABLERS

If you want to reinforce the innovation activities and facilitate the creation of a supportive organizational climate, probably you will be interested in making a self-evaluation about the following "enablers".

CULTUR FACTORS

If you need to improve, in the long term, the ability of your organization to ensure attitudes, behaviors and values that trigger the creativity and initiative of its staff, do not hesitate to make a self-diagnosis on the different cultural factors grouped as follows.

3. LEARNING AND ASSESSMENT TOOL

The **Learning and Assessment Tool** is comprised by three set of **six relevant questions** related to **innovation, performance** and **opportunities**.

It provides an easy way to provoke a profound reflection about how to be more innovative, how to improve our current performance and how to seize the opportunities.

The Six Questions Card: **Innovation**

If you want to be creative and identify, with your team, new ways to innovate, try and reflect with these questions. Probably you may be able to discover new innovative lines of work.

INNOVATION

1. What could we look at in a new way?

2. What could we use in a new way?

3. What could we move into a new context?

4. What could we connect in a new way?

5. What could we change?

6. What could we create that is truly new?
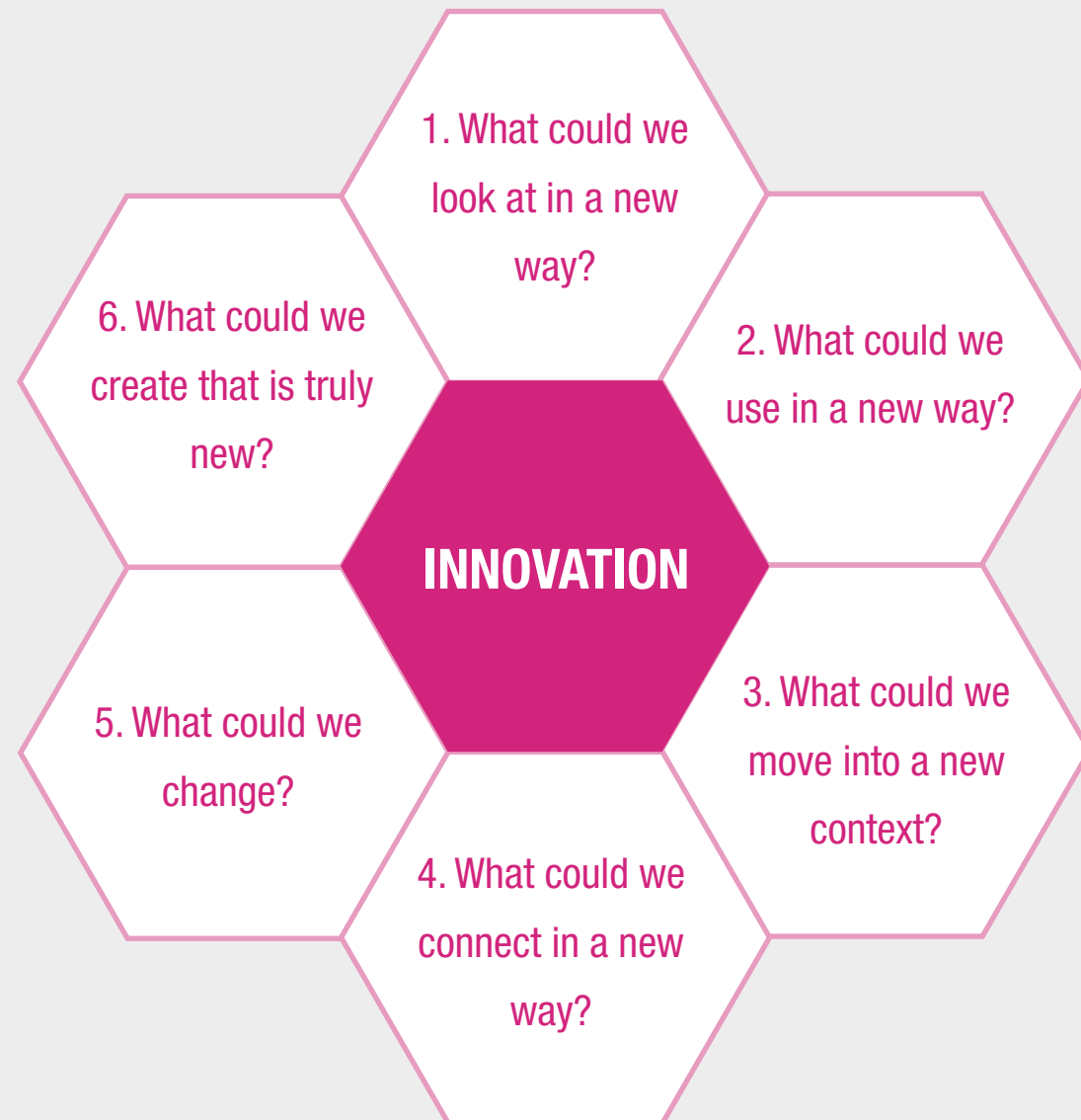
The Six Questions Card: **Performance**

Through this set of questions, you will be able to find good ideas for improving. They can be used to be applied on any part of your innovation management model (routines, enablers and organizational culture).

PERFORMANCE

1. Has your approach a clear logic?

2. Has your approach defined a routine?

3. Is your approach focused on the stakeholders?

4. Has your approach been perfected over time?

5. Does your approach support the innovation strategy?

6. Is your approach properly integrated with other approaches?

The Six Questions
Card: **Opportunity**

Use this set of questions
to explore and open new
opportunities for inner growth
of your organization.

1. Which is really different and valuable in our offer?

2. Which customers are we really addressing?

3. What are we doing inside the organization?

4. What are we doing outside the organization?

5. To what extent do leaders back the innovation agenda and show long-term commitment?

6. How integrated is innovation in the corporate strategy?

OPPORTUNITY

My Model

Now, it is your turn…

The RAINOVA IMM is a tool designed to facilitate, at any kind of organization, a better and clearer understanding of innovation management. Thus it provides a framework of the factors that favour the generation of an innovative organizational context (CULTURAL FACTORS) as well as the processes that make innovations possible to obtain and their social and economic use (ROUTINES and ENABLERS).

These elements: CULTURAL FACTORS, ROUTINES and ENABLERS make up what we call "The Standard Model".
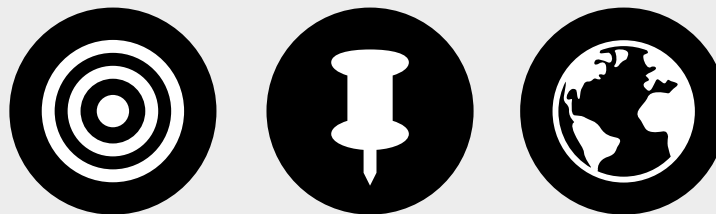
The RAINOVA IMM also provides to the end-users a set of tools to facilitate the self-assessment (DIAGNOSTIC TOOL), to assure the learning and the improvement (LEARNING AND ASSESSMENT TOOL) and to measure their innovative performance (INNOVATION SCORECARD). This set of tools is called "The Bridge".
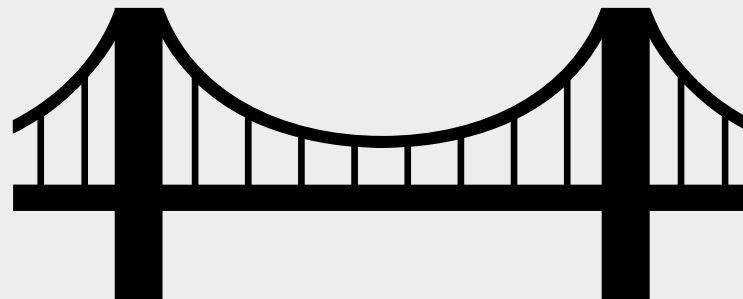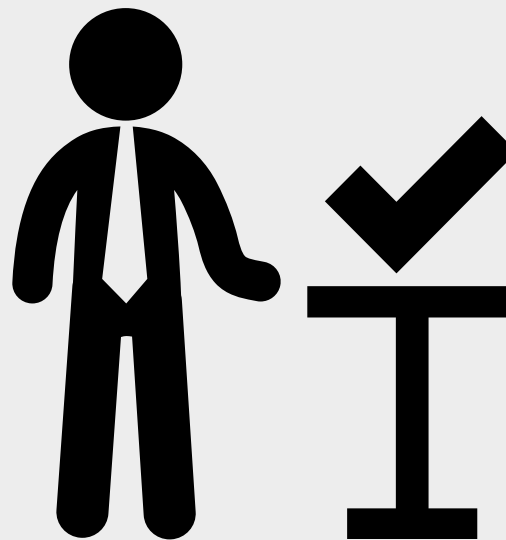
To make its implementation easier, the **RAINOVA IMM** also suggests many tools, methodologies and recommendations to be applied if necessary.

Taking into account the **"Standard Model"** (the descriptive part of the model), considering **"The Bridge"** (the practical part of the model) and selecting the different **tools and recommendations**, any kind of organization can build its own innovation model "My Model".

The result of implementing the model in your organization is what we call "My Model". As you can imagine, there will be as many interpretations of the **"Standard Model"** as organizations.

Enjoy the journey!

Partners:

ColegauCymru CollegesWales

GRUPPO CSCS
WWW.CSCS.IT

Paul Garvey Consultancy

Swedish TelePedagogic Knowledge Centre

Innovation and Science Park

EUC·SYD

CSM
天津中西机床技术培训中心

EfVET
EUROPEAN FORUM OF TECHNICAL
AND VOCATIONAL EDUCATION AND TRAINING

CÉGEP
DE L'OUTAOUAIS

REK

İZMİR
TEKNİK VE ENDÜSTRİ MESLEK LİSESİ

ADASTRA CYMRU

UNIVERSITATEA DIN PITESTI
1962

ikasLAN
Gipuzkoa

tolosaldea GARATZEN

Tknika
LANBIDE HEZIKETARAKO BERRIKUNTZA ZENTROA
CENTRO DE INNOVACIÓN PARA LA FORMACIÓN PROFESIONAL
CENTRE FOR INNOVATION IN VOCATIONAL TRAINING