



## ***A Journey towards Innovation***

### **Application Guide**

RAINOVA Innovation Management Model  
and its implementation in JOPAPP Model

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## 0. Introduction

The RAINOVA IMM is an Innovation Management Model designed to be applied in SMEs and micro-SMEs, as well as in Vocational Training Centres, associations and local and regional development agencies.

The model is based on the idea that any organization can be innovative, regardless of its size, sector or 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 IMM 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 IMM aims to help organizations to seize internal and external opportunities, using their skills while introducing new ideas, processes, products and services.

Thus, any organization can be innovative by:

- Being aware of what is happening around it.
- Using relevant information for the development of new ideas, processes, products and services.
- Continuously offering added value to their clients.
- Designing an open organization.
- Generating an organizational atmosphere that encourages initiative, risk-taking and continuous learning among the staff.

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

The JOPAPP model implements the contents of RAINOVA model, adapting it to a learning environment and creating a Manual of Implementation for teachers / trainers and counsellors and creating an innovative app to guide students through the process of finding their work placement



Below, we will describe the RAINNOVA model and its implementation in JOPAPP MODEL, indicating its structure and content, presenting a set of recommendations for its implementation at the end of the document.



STANDARD MODEL

ROUTINES

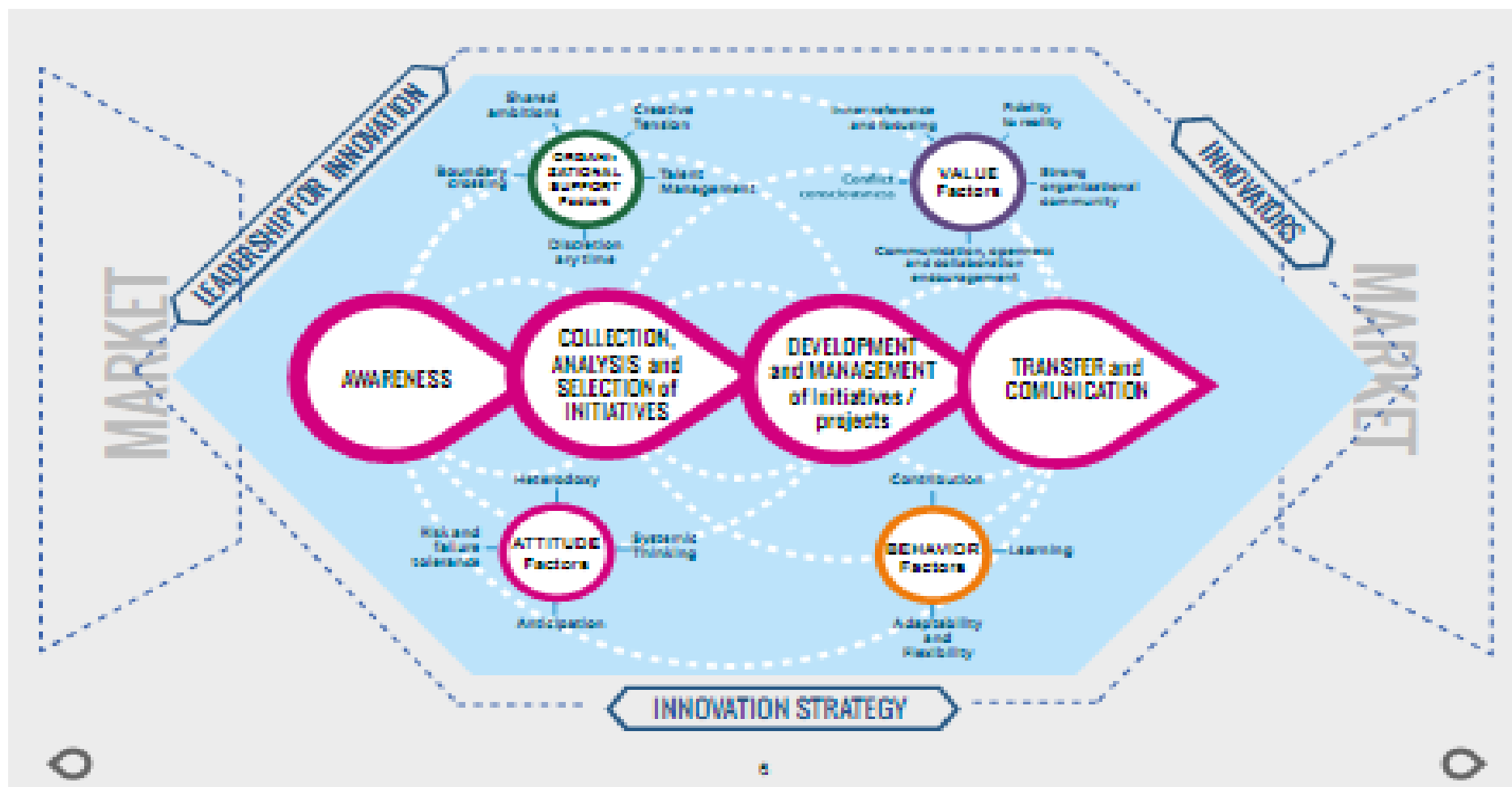


INNOVATION CULTURE / CLIMATE

ENABLERS

LINKAGES

rainovo IMM  
The Innovation Management Model





## 1. Description of the Model

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

***"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 people."***

Considering the above, RAINOVA IMM is organized in three main **areas**:

- The "**Standard Model**"

It is a framework, comprised by four distinct parts (routines / enablers / cultural factors and a shared vision of innovation) in which all the elements are identified and described.

- The "**Bridge**"

It is a 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".

- "**My Model**"

It is the result of implementing the Standard Model in your organization. As one can imagine, there will be as many interpretations of the Standard Model as organizations.

Taking into account the Standard Model, the descriptive part of the model, considering "The Bridge", the practical part of the model, and selecting some tools and recommendations, any type of organization can build their own innovation model: "My Model".



### 1.1. The Standard Model

Four distinct **parts** are identified and described In the Standard Model:

- a. The **Routines**
- b. The **Enablers**
- c. The **Factors of an Innovative Culture**
- d. 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.

Each of these parts includes, in turn, several **elements**, for which a **description** is given, as well as some **management tools and recommendations** to facilitate its implementation.

#### 1.1.1 The Routines:

It is a set of activities to be systematically developed in order to manage the day to day of innovation.

The model identifies 4 routines:

- **Awareness**
- **Collection, analysis, selection and development of ideas**
- **Management of initiatives and projects**
- **Transfer and Communication**

The **first** of these routines, **Awareness**, is made up of the following **dimensions**:

- External Environment
- Internal Environment
- Needs and Expectations of parties

*Related to this routine, the **RAINOVA** model suggests a toolkit that can help with its implementation:*

- *Awareness tools*
- *Benchmarking*
- *Strategic intelligence management*
- *Intellectual property management*



- *Patents Analysis*
- *Technology Watch*
- *Technology Search*
- *Business Intelligence*
- *CRM Customer Relationship Management*

The **second** of these routines is the **Collection, analysis, selection and development of ideas**. It is made up of the following 4 **dimensions**:

- Scope of idea generation
- Frequency of ideas collection, evaluation and selection
- Methods to funnel and develop ideas
- Evaluation of ideas

*Associated with these 4 dimensions, the **RAINOVA** model suggests, as a guideline, the following tools and methodologies that can help the organization develop this routine:*

- *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)*



The **third** of the routines is the **Management of initiatives and projects**, where 6 **dimensions** can be seen:

- Objectives and expected results
- Tasks to be undertaken
- Resources to be committed
- Follow up of the Project
- Risk mitigation strategies
- Project Portfolio Management

*Associated with this routine, the organization may consider using one or more of the following tools:*

- *Project management*
- *Business process re-engineering*
- *Just in time*
- *Project 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*
- *Supply chain management*

The **fourth** and last of the routines is **Transfer and Communication**, made up of the following **dimensions**:

- Protection of the results of innovation
- Success of innovation
- Return on investment
- Resources for the exploitation





In Relation to this routine, the **RAINOVA** model suggest the use of the following tools and methods:

- *Intellectual property management*
- *Marketing tools*
- *Business simulation*
- *Business plan*
- *Canvas model*
- *Start-ups management*
- *Communication skills*

### 1.1.2. The Enablers:

These are the elements that enable innovation activities. At the same time, they facilitate the creation of a supportive organizational climate for innovation.

The model contemplates 3 enablers:

- Innovation strategy – which in JOPAPP Model is the syllabus
- Leadership for innovation –Teacher/ Trainers and Counsellors
- Innovators - Students and Job seekers

The **first** of the enablers is the **Strategy of Innovation** (In JOPAPP Model= Syllabus), which can be elaborated as follows:

- Scanning new ideas and opportunities
- Exploring and establishing priorities
- Integrating innovation in the day to day business
- Establishing a shared vision

Together with these phases, the following tools and methodologies are suggested as an example:

- *Strategy tools*
- *Knowledge audits*
- *Knowledge mapping*
- *Strategic Intelligence Management*
- *Balance scorecard*



The **second** enabler is **Leadership for innovation** (Teachers/ Trainers and Counsellors). For the development of an innovation-oriented leadership, it is suggested that, through their conduct, leaders should:

- Promote innovation and culture for entrepreneurship.
- Become involved in the company and implement ways of working that support innovation.
- Commit to different stakeholders to identify opportunities for innovation.
- Establish the responsibilities and authority in relation to innovation activities.

*Associated to the leader's behaviours, the following tools and methodologies are suggested:*

- *Coaching tools*
- *Engagement tools*
- *Recognition tools*
- *Leadership skills*
- *Decision making tools*
- *Stress management*
- *Time management*
- *Communication skills*
- *Team Management Tools*

The **third** and final enabler is called **Innovators** (Students and Job seekers). There are three main aspects to take into account:

- The people in the organization can lead and contribute to innovation.
- The people in the organization are trained to lead and contribute to innovation.
- The organization provides staff a "friendly" and supportive environment for innovation.

*Associated to these innovative issues, the use of the following tools and methodologies is proposed:*

- *Leadership skills*
- *Team management tools*
- *Stress management*
- *Time management*
- *Communication skills*



### 1.1.3. Culture for Innovation:

It is the total set of behaviours, ethics and values that are transmitted, practised and reinforced by members of the organization.

The model identifies **17 factors for an innovative culture** that are grouped in the following **4 categories**:

- **Attitude**
- **Behaviour**
- **Organizational support**
- **Values**

For the practical application of each of the 17 factors of culture, the model suggests a set of recommendations that user organizations could consider.

The **first category** of factors for a culture of innovation is **attitude**. Within it we can list the following 4 factors:

- Heterodoxy
- Systemic Thinking
- Anticipation
- Tolerance towards risk and failure

The **second category** of factors for the culture of innovation is **behaviour**. Within it we can list the following 3 factors:

- Adaptability and flexibility
- Contribution
- Learning

The **third category** is **organizational support**. Here we can find 5 factors:

- Shared ambition
- Creative tension
- Talent management
- Discretionary time to innovate
- “Open” organizational structure / “Boundary crossing”



The **fourth category** is related to **values**. Here we can find 5 factors for the culture of innovation:

- True to life (Fidelity to reality)
- Strong organizational community
- Internal reference and customer focus
- Conflict management
- Communication, openness and promotion of collaboration

#### 1.1.4. A shared vision of innovation:

According to many recent researches, innovation is the top priority for companies. The European Commission, as well as many national and regional institutions, is fostering and supporting innovation as the best way forward in a "knowledge economy".

Innovation is not a temporary fad. It has been increasingly recognised as an important success factor by businessmen over the past 30 years. There are no signs that this might be changing in the future. It seems that innovation is here to stay!

People's expectations and their level of information have increased significantly over the past years. Innovation is not only an imperative for private companies: the public sector and non-for-profit sectors also need to develop a more innovative spirit.

More than ever, there seems to be no limit to human needs. At the same time, the sustainability requirement will constrain the way we work and consume, but we all know that "constraint is the mother of invention".

Innovation only blossoms in organizations where this challenge is addressed seriously. Every act of management that contributes to improving the ability to innovate needs to be considered. The RAINOVA IMM provides a rich picture of those acts of management that are often critical.

In the RAINOVA IMM we talk about sustainable innovation, innovation which brings lasting added value to the organization, its stakeholders and society as a whole. This framework is here to help organizations to define their innovation agenda, to measure their innovation performance and improve their competitiveness.

As we all know, an innovation management model, like any other model, is a simplified description of a reality, in our case, a SME, a Development Agency or a VET institution.

This description must help organizations to have a clear idea on how to be more innovative and also to achieve a different sight of its activities, customers and market. The aim of it is to get better and more sustainable results. From our point of view, an IMM must always be considered as a tool for the achievement of the objectives of the organization, and not as an objective in itself.



So, if the IMM means a help for the achievement of the objectives, the IMM should also be something adaptable to each specific organization. That type of work for adapting the model is always a responsibility of the organization. So, in this way, starting from the standard model, the organization will be able to adapt it and build its own unique and specific model.

The focus of innovation management is put on allowing the organization to seize external or internal opportunities, and use its creative effort to introduce new ideas, processes or products.

The RAINOVA IMM, as any other model, makes sense when it is applied inside an organization, otherwise it would simply be a piece of theoretical work. When an IMM is applied, it always becomes something unique, inherent to each concrete organization due to the specific and changeable environment that each organization has to face. For the same reason, an IMM must always be dynamic, under construction and continuous adaptation.

Many definitions of innovation can be found in management and academic literature. What all definitions have in common is the fact that with innovation something new is created. It is a process of change that creates value.

Taking relevant literature and research on innovation into account, the most significant definitions used in the RAINOVA IMM, are the next ones:

#### INNOVATION

“Innovation is the practical transformation of ideas into new products, services, processes, systems and social interactions”

#### INNOVATION MANAGEMENT

“The management of all activities that contribute to bringing innovation to life”

#### INNOVATION MANAGEMENT SYSTEM

“The set of processes and procedures used to ensure that the organization can fulfil all tasks required to achieve its objectives”

#### ORGANIZATIONAL CULTURE

“The total range of behaviours, ethics and values which are transmitted, practiced and reinforced by members of the organization”



## CULTURE OF INNOVATION

“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”

## INNOVATION MANAGEMENT MODEL

“An Innovation Management Model (IMM) is a simplified description of a complex reality (organization) that intends to understand, analyse and where appropriate, modify”.

### 1.2. The Bridge

It is a 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"

In the “Bridge” three distinct **parts** are identified and described:

#### 1.2.1 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.

#### 1.2.2 Diagnostic Tool (Questionnaire and Spider Chart)

The Diagnostic Tool allows organizations to measure their innovation management level taking into account all the relevant aspect. 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.

#### 1.2.3 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 deep reflection about how to be more innovative, how to improve our current performance and how to seize opportunities.

### 1.3 My Model

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 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, **Innovative Scoreboard**. This set of tools is called "The Bridge".

To make its implementation easier, the RAINOVA IMM also suggests a number of 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 their 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.



## 2. Recommendations for its application

The application of RAINOVA IMM, whose components have been previously described, can be approached following the next steps:

- **Step 1: Awareness**

In this step, it is desirable for the organization to reflect on why innovation is so important for its present and especially for its future.

We recommend analysing its current situation with regard to competitors, to identify market trends and requests of their most demanding customers.

It may be useful to carry out a first reading of the descriptive part of the model, the **Standard Model**, and trigger a dialogue about what aspects of the model can be more relevant to the organization (routines, enablers, cultural factors or organizational context ...).

Training and awareness activities on the concepts related to innovation can be a good starting point to achieve a shared vision of innovation.

We encourage also to search and share articles and innovative good practices inside and outside the organization's activity sector. Reading popular books on innovation and related topics can be a great help.

We think that to identify examples of innovations occurred within the organization, analysing why they were so successful may be a good idea.

Similarly, we encourage the analysis of examples of failure as well, in order to identify behaviours and attitudes to be avoided in future projects.

The lifespan of this phase depends on the starting point of each organization, and on the resources and people allocated. In any case, the most important thing is to cause the feeling that the future of the organization and even people's jobs will depend largely on their competence to innovate.







- **Step 2: Diagnosis**

After the awareness period, we recommend a total or partial assessment, based on RAINOVA IMM elements. To do this, we suggest the use of the **Diagnostic Tool**.

Depending on which the most troubling aspects are, the organization can focus the evaluation on the routines, on the facilitators, or on the cultural factors, as well as on any combination thereof, according to its needs and concerns. In any case, the most important thing is to share the evaluation with as many people in the organization as possible, and to start a sincere discussion about its position regarding the suggestions of the RAINOVA IMM.

If there is already a regular evaluation practice inside the organization, we suggest complementing it with the **Learning and Assessment Tool**.

Depending on the strategy and objectives of the organization, it may be interested in finding new and innovative ways, and if so, we recommend using the **Six Questions for Innovation**.

If they want to improve and give consistency to their practices, we recommend using the **Six Questions about Performance**.

Another alternative may be to explore opportunities and aspects related to the internal growth of the organization. For this task, the **Six Questions on Opportunities** can be helpful.

If considered appropriate, the organization can use the three types of cards in a combinative way.

- **Step 3: Action**

At this stage, once the organization has made a total or partial diagnosis, it is the time to commit to an **Action Plan** or to an **Innovation Agenda**.

For the development of the Innovation Agenda, the organization should consider:



- The findings of the diagnostic stage: from the dialogue between the staff of the organization about the elements being assessed.
- The tools and recommendations suggested by the RAINOVA IMM associated with each element of the model.
- The **Innovation Scorecard** to guide and fix indicators for monitoring and assessing the innovation plan.

As with any plan, it is essential to detail:

- What you want to achieve - objectives
  - When you want to achieve it - deadlines
  - Which actions to achieve it will be undertaken - actions
  - Who the persons in charge will be - responsibilities
  - What resources are allocated to each action or project - resources
  - How you will monitor and assess the plan – criteria
- **Step 4: Assessment, Learning and Improvement**

Finally, we recommend being very rigorous in monitoring and evaluating the different innovation plans promoted by the organization. This is a phase that provides a great opportunity for organizational learning.

In this assessment phase to keep in mind the objectives and evaluation criteria previously established will be very helpful.

Furthermore, the assessment will become a real instrument of organizational learning and innovation if there is a true commitment to innovation by leaders and the rest of the staff. In this sense, the development of a real organizational culture that fosters innovation and culture factors for innovation will play a special role.

Gradually, as the organization accumulates cycles of awareness, diagnosis, action and assessment, they will elaborate, improve and innovate their own model of innovation management, what we call “My Model”.

### 3. APPENDIX: JOPAPP Toolbox

#### ROUTINES

Regarding to **AWARENESS** routine:

Tools	Links
Awareness tools	<a href="https://www.library.cornell.edu/research/current-awareness">https://www.library.cornell.edu/research/current-awareness</a>
Benchmarking	<a href="http://www.castsoftware.com/glossary/application-benchmarking">http://www.castsoftware.com/glossary/application-benchmarking</a>
Strategic intelligence management	<a href="http://www.informationweek.com/mobile/9-challenges-to-your-mobile-app-strategy/d/d-id/1109754">http://www.informationweek.com/mobile/9-challenges-to-your-mobile-app-strategy/d/d-id/1109754</a>
Intellectual property management	<a href="https://www.elance.com/q/blog/protecting-intellectual-property-your-app">https://www.elance.com/q/blog/protecting-intellectual-property-your-app</a>
Patents Analysis	<a href="http://wiki.piug.org/display/PIUG/Patent+Analysis%2C+Mapping%2C+and+Visualization+Tools">http://wiki.piug.org/display/PIUG/Patent+Analysis%2C+Mapping%2C+and+Visualization+Tools</a> <a href="http://patentanalysis.org/articles-on-patent-analysis/">http://patentanalysis.org/articles-on-patent-analysis/</a>
Technology Watch	<a href="https://www.upf.edu/hipertextnet/en/numero-6/vigilancia-tecnologica.html">https://www.upf.edu/hipertextnet/en/numero-6/vigilancia-tecnologica.html</a> <a href="http://www.itu.int/en/ITU-T/techwatch/Pages/default.aspx">http://www.itu.int/en/ITU-T/techwatch/Pages/default.aspx</a>
Technology Search	<a href="https://en.wikipedia.org/wiki/Web_search_engine">https://en.wikipedia.org/wiki/Web_search_engine</a> <a href="https://en.wikipedia.org/wiki/Search_engine_technology">https://en.wikipedia.org/wiki/Search_engine_technology</a>
Business Intelligence	<a href="http://www.cio.com/article/2439504/business-intelligence/business-intelligence-definition-and-solutions.html">http://www.cio.com/article/2439504/business-intelligence/business-intelligence-definition-and-solutions.html</a> <a href="http://www.enterpriseappstoday.com/business-intelligence/top-10-mobile-business-intelligence-apps.html">http://www.enterpriseappstoday.com/business-intelligence/top-10-mobile-business-intelligence-apps.html</a>
CRM Customer Relationship Management	<a href="https://unishare.un.org/LotusQuickr/crm/Main.nsf/0/26723115651B71E6852572DB00188D23/\$file/how_to_develop_a_CRM_Strategy.pdf">https://unishare.un.org/LotusQuickr/crm/Main.nsf/0/26723115651B71E6852572DB00188D23/\$file/how_to_develop_a_CRM_Strategy.pdf</a>

Regarding to **COLLECTION, ANALYSIS, SELECTION AND DEVELOPMENT OF IDEAS** routine:



Tools	Links
Mind tools/ Mind mapping	<a href="https://www.mindtools.com/">https://www.mindtools.com/</a> <a href="http://www.mindmapping.com/">http://www.mindmapping.com/</a> <a href="http://www.makeuseof.com/tag/8-free-mind-map-tools-best-use/">http://www.makeuseof.com/tag/8-free-mind-map-tools-best-use/</a> <a href="https://imindmap.com/how-to-mind-map/">https://imindmap.com/how-to-mind-map/</a>
Brainstorming	<a href="http://personalexcellence.co/blog/brainstorming-techniques/">http://personalexcellence.co/blog/brainstorming-techniques/</a> <a href="https://www.mindtools.com/brainstm.html">https://www.mindtools.com/brainstm.html</a>
Lateral Thinking	<a href="http://courses.cs.vt.edu/cs2104/Fall07/Lateral.pdf">http://courses.cs.vt.edu/cs2104/Fall07/Lateral.pdf</a> <a href="https://www.kent.ac.uk/careers/sk/lateral.htm">https://www.kent.ac.uk/careers/sk/lateral.htm</a> <a href="http://www.principals.in/uploads/cce_pre_program/Thinking_Skills.pdf">http://www.principals.in/uploads/cce_pre_program/Thinking_Skills.pdf</a>
TRIZ	<a href="https://triz-journal.com/triz-what-is-triz/">https://triz-journal.com/triz-what-is-triz/</a>
Scamper Method	<a href="https://litemind.com/scamper/">https://litemind.com/scamper/</a>
Problem solving tools	<a href="http://www.tracerplus.com/solving-business-problems-with-mobile-apps.htm">http://www.tracerplus.com/solving-business-problems-with-mobile-apps.htm</a> <a href="http://www.businessballs.com/problemsolving.htm">http://www.businessballs.com/problemsolving.htm</a> <a href="https://www.mindtools.com/pages/article/newTMC_00.htm">https://www.mindtools.com/pages/article/newTMC_00.htm</a> <a href="http://the-happy-manager.com/articles/seven-step-problem-solving/">http://the-happy-manager.com/articles/seven-step-problem-solving/</a>
Decision making tools	<a href="http://www.businessballs.com/problemsolving.htm">http://www.businessballs.com/problemsolving.htm</a> <a href="https://www.mindtools.com/pages/article/newTED_00.htm">https://www.mindtools.com/pages/article/newTED_00.htm</a>
Portfolio management tools	<a href="https://en.wikipedia.org/wiki/Project_portfolio_management">https://en.wikipedia.org/wiki/Project_portfolio_management</a> <a href="https://www.innotas.com/solutions-project-portfolio-management">https://www.innotas.com/solutions-project-portfolio-management</a> <a href="http://technologyadvice.com/project-management/project-portfolio-management-software/smart-advisor/">http://technologyadvice.com/project-management/project-portfolio-management-software/smart-advisor/</a>
Design Thinking	<a href="https://www.quora.com/How-can-one-apply-design-thinking-to-develop-a-good-mobile-app">https://www.quora.com/How-can-one-apply-design-thinking-to-develop-a-good-mobile-app</a> <a href="http://searchmobilecomputing.techtarget.com/tip/Shake-up-your-mobile-workflow-with-design-thinking">http://searchmobilecomputing.techtarget.com/tip/Shake-up-your-mobile-workflow-with-design-thinking</a> <a href="http://evus.com/blog/design-thinking-in-mobile-development/">http://evus.com/blog/design-thinking-in-mobile-development/</a>

Innovation Thinking	<a href="https://www.thinkwithgoogle.com/articles/8-pillars-of-innovation.html">https://www.thinkwithgoogle.com/articles/8-pillars-of-innovation.html</a>  <a href="https://books.google.be/books?id=L-ydCgAAQBAJ&amp;pg=PA180&amp;lpg=PA180&amp;dq=innovation+thinking+pillars&amp;source=bl&amp;ots=lpk-kB42fH&amp;sig=4f0XAFphJNFG5TgC2w14y3UvIJw&amp;hl=en&amp;sa=X&amp;ved=0ahUK EwjD0Ibsov3NAhXJXBoKHRrgBEIQ6AEIVzAJ#v=onepage&amp;q=innovation%20thinking%20pillars&amp;f=false">https://books.google.be/books?id=L-ydCgAAQBAJ&amp;pg=PA180&amp;lpg=PA180&amp;dq=innovation+thinking+pillars&amp;source=bl&amp;ots=lpk-kB42fH&amp;sig=4f0XAFphJNFG5TgC2w14y3UvIJw&amp;hl=en&amp;sa=X&amp;ved=0ahUK EwjD0Ibsov3NAhXJXBoKHRrgBEIQ6AEIVzAJ#v=onepage&amp;q=innovation%20thinking%20pillars&amp;f=false</a>
Quality Deployment Function (QDF)	<a href="http://www.npd-solutions.com/qfd.html">http://www.npd-solutions.com/qfd.html</a>  <a href="http://asq.org/learn-about-quality/qfd-quality-function-deployment/overview/overview.html">http://asq.org/learn-about-quality/qfd-quality-function-deployment/overview/overview.html</a>

Regarding to **MANAGEMENT OF INITIATIVES AND PROJECTS** routine:

Tools	Links
Project management	<a href="https://www.mindtools.com/pages/main/newMN_PPM.htm">https://www.mindtools.com/pages/main/newMN_PPM.htm</a>  <a href="http://www.slideshare.net/swatibagaria/project-management-rocess">http://www.slideshare.net/swatibagaria/project-management-rocess</a>  <a href="https://www.apperian.com/mam-blog/10-tips-for-successfully-managing-an-iphone-or-android-app-development-project/">https://www.apperian.com/mam-blog/10-tips-for-successfully-managing-an-iphone-or-android-app-development-project/</a>  <a href="http://aimconsulting.com/how-to-build-an-app-mobile-development/">http://aimconsulting.com/how-to-build-an-app-mobile-development/</a>
Business process re-engineering	<a href="https://en.wikipedia.org/wiki/Business_process_reengineering">https://en.wikipedia.org/wiki/Business_process_reengineering</a>  <a href="http://www.slideshare.net/PrinceSingh1/business-process-reengineering-7654477">http://www.slideshare.net/PrinceSingh1/business-process-reengineering-7654477</a>
Just in time	<a href="https://www.mindtools.com/pages/article/newSTR_78.htm">https://www.mindtools.com/pages/article/newSTR_78.htm</a>  <a href="http://www.ifm.eng.cam.ac.uk/research/dstools/jit-just-in-time-manufacturing/">http://www.ifm.eng.cam.ac.uk/research/dstools/jit-just-in-time-manufacturing/</a>
Project portfolio management	<a href="https://en.wikipedia.org/wiki/Project_portfolio_management">https://en.wikipedia.org/wiki/Project_portfolio_management</a>  <a href="https://www.innotas.com/solutions-project-portfolio-management">https://www.innotas.com/solutions-project-portfolio-management</a>  <a href="http://technologyadvice.com/project-management/project-">http://technologyadvice.com/project-management/project-</a>

	<a href="#">portfolio-management-software/smart-advisor/</a>
Rapid prototyping	<a href="http://www.jackrabbitmobile.com/design/rapid-prototyping-for-mobile-apps/">http://www.jackrabbitmobile.com/design/rapid-prototyping-for-mobile-apps/</a>
Quality Development Function (QDF)	<a href="http://www.npd-solutions.com/qfd.html">http://www.npd-solutions.com/qfd.html</a> <a href="http://asq.org/learn-about-quality/qfd-quality-function-deployment/overview/overview.html">http://asq.org/learn-about-quality/qfd-quality-function-deployment/overview/overview.html</a>
Value Analysis	<a href="http://www.npd-solutions.com/va.html">http://www.npd-solutions.com/va.html</a>
Team Building	<a href="https://www.mindtools.com/pages/article/newTMM_52.htm">https://www.mindtools.com/pages/article/newTMM_52.htm</a>
Collaboration Management	<a href="http://www.projectcoordinator.net/en/blog/collaborative-project-management">http://www.projectcoordinator.net/en/blog/collaborative-project-management</a>
Problem solving tools	<a href="http://www.tracerplus.com/solving-business-problems-with-mobile-apps.htm">http://www.tracerplus.com/solving-business-problems-with-mobile-apps.htm</a> <a href="http://www.businessballs.com/problemsolving.htm">http://www.businessballs.com/problemsolving.htm</a> <a href="https://www.mindtools.com/pages/article/newTMC_00.htm">https://www.mindtools.com/pages/article/newTMC_00.htm</a> <a href="http://the-happy-manager.com/articles/seven-step-problem-solving/">http://the-happy-manager.com/articles/seven-step-problem-solving/</a>
Decision making tools	<a href="http://www.businessballs.com/problemsolving.htm">http://www.businessballs.com/problemsolving.htm</a>
Quality management tools	<a href="http://www.inc.com/guides/2010/09/10-quality-management-tools.html">http://www.inc.com/guides/2010/09/10-quality-management-tools.html</a> <a href="http://asq.org/learn-about-quality/seven-basic-quality-tools/overview/overview.html">http://asq.org/learn-about-quality/seven-basic-quality-tools/overview/overview.html</a>
Balance scorecard	<a href="http://balancedscorecard.org/Resources/About-the-Balanced-Scorecard">http://balancedscorecard.org/Resources/About-the-Balanced-Scorecard</a>
Supply chain management	<a href="https://en.wikipedia.org/wiki/Supply_chain_management_software">https://en.wikipedia.org/wiki/Supply_chain_management_software</a> <a href="http://www.inboundlogistics.com/cms/article/mobile-communications-managing-supply-chains-on-the-go/">http://www.inboundlogistics.com/cms/article/mobile-communications-managing-supply-chains-on-the-go/</a>

Regarding to **TRANSFER AND COMMUNICATION** routine:

Tools	Links
Intellectual Property management	<a href="https://www.elance.com/q/blog/protecting-intellectual-property-your-app">https://www.elance.com/q/blog/protecting-intellectual-property-your-app</a>
Marketing tools	<a href="http://mashable.com/2013/05/20/mobile-marketing-tools/#iF1N_yOuNEqs">http://mashable.com/2013/05/20/mobile-marketing-tools/#iF1N_yOuNEqs</a> <a href="http://smallbusiness.chron.com/marketing-tools-techniques-42705.html">http://smallbusiness.chron.com/marketing-tools-techniques-42705.html</a>
Business simulation	<a href="https://en.wikipedia.org/wiki/Business_simulation">https://en.wikipedia.org/wiki/Business_simulation</a>
Business plan	<a href="https://www.linkedin.com/pulse/how-write-business-plan-mobile-app-development-peter-brooke">https://www.linkedin.com/pulse/how-write-business-plan-mobile-app-development-peter-brooke</a> <a href="http://www.profitableventure.com/app-development-business-plan/">http://www.profitableventure.com/app-development-business-plan/</a>
Canvas model	<a href="http://www.slideshare.net/esaife/business-model-canvas-101">http://www.slideshare.net/esaife/business-model-canvas-101</a>
Start-ups management	<a href="http://startupmanagement.org/">http://startupmanagement.org/</a> <a href="http://www.techrepublic.com/article/how-to-structure-your-startup-as-the-company-grows/">http://www.techrepublic.com/article/how-to-structure-your-startup-as-the-company-grows/</a>
Communication skills	<a href="http://www.skillsyouneed.com/general/communication-skills.html">www.skillsyouneed.com/general/communication-skills.html</a>



## ENABLERS

Regarding to **STRATEGY OF INNOVATION** enabler:

Tools	Links
Strategy tools	<a href="http://www.leadingpractice.com/wp-content/uploads/presentations/Business-Innovation-&amp;-Transformation-Enablement-(BITE)-Method.pdf">http://www.leadingpractice.com/wp-content/uploads/presentations/Business-Innovation-&amp;-Transformation-Enablement-(BITE)-Method.pdf</a> <a href="https://www.mindtools.com/pages/main/newMN_STR.htm">https://www.mindtools.com/pages/main/newMN_STR.htm</a> <a href="http://diytoolkit.org/using-design-tools-for-strategy-and-innovation/">http://diytoolkit.org/using-design-tools-for-strategy-and-innovation/</a>
Knowledge audits	<a href="http://www.aijc.com.ph/KM_site/docs/Guide%20for%20Conducting%20a%20Knowledge%20Audit%20-%20part%20of%20module%204.pdf">http://www.aijc.com.ph/KM_site/docs/Guide%20for%20Conducting%20a%20Knowledge%20Audit%20-%20part%20of%20module%204.pdf</a> <a href="http://www.adb.org/sites/default/files/publication/27561/auditing-knowledge.pdf">http://www.adb.org/sites/default/files/publication/27561/auditing-knowledge.pdf</a>
Knowledge mapping	<a href="http://www.providersedge.com/docs/km_articles/Knowledge_Mapping_Guides_Organizations_to_Knowledge_Within_its_Walls.pdf">http://www.providersedge.com/docs/km_articles/Knowledge_Mapping_Guides_Organizations_to_Knowledge_Within_its_Walls.pdf</a>
Strategic Intelligence Management	<a href="http://www.informationweek.com/mobile/9-challenges-to-your-mobile-app-strategy/d/d-id/1109754">http://www.informationweek.com/mobile/9-challenges-to-your-mobile-app-strategy/d/d-id/1109754</a>
Balance scorecard	<a href="http://balancedscorecard.org/Resources/About-the-Balanced-Scorecard">http://balancedscorecard.org/Resources/About-the-Balanced-Scorecard</a>



Regarding to **LEADERSHIP FOR INNOVATION** enabler:

Tools	Links
Coaching tools	<a href="http://www.yourcoach.be/en/coaching-tools/">http://www.yourcoach.be/en/coaching-tools/</a> <a href="https://www.thecoachingtoolscompany.com/30-business-coaching-tools-what-how-and-when-to-use-them/">https://www.thecoachingtoolscompany.com/30-business-coaching-tools-what-how-and-when-to-use-them/</a>
Engagement tools	<a href="http://dupress.com/articles/employee-engagement-strategies/">http://dupress.com/articles/employee-engagement-strategies/</a> <a href="https://www.ashridge.org.uk/Media-Library/Ashridge/PDFs/Publications/AppreciativeInquiry.pdf">https://www.ashridge.org.uk/Media-Library/Ashridge/PDFs/Publications/AppreciativeInquiry.pdf</a>
Recognition tools	<a href="https://hr.ucf.edu/liasons-and-managers/organizational-development-and-training/management-toolkit/employee-recognition-tools/">https://hr.ucf.edu/liasons-and-managers/organizational-development-and-training/management-toolkit/employee-recognition-tools/</a>
Leadership skills	<a href="http://www.skillsyouneed.com/leadership-skills.html">http://www.skillsyouneed.com/leadership-skills.html</a> <a href="https://www.mindtools.com/pages/main/newMN_LDR.htm">https://www.mindtools.com/pages/main/newMN_LDR.htm</a>
Decision making tools	<a href="https://www.mindtools.com/pages/article/newTED_00.htm">https://www.mindtools.com/pages/article/newTED_00.htm</a>
Stress management	<a href="https://www.mindtools.com/pages/article/managing-stress.htm">https://www.mindtools.com/pages/article/managing-stress.htm</a> <a href="http://www.helpguide.org/articles/stress/stress-management.htm">http://www.helpguide.org/articles/stress/stress-management.htm</a>
Time management	<a href="https://en.wikipedia.org/wiki/Time_management">https://en.wikipedia.org/wiki/Time_management</a> <a href="https://www.entrepreneur.com/article/219553">https://www.entrepreneur.com/article/219553</a> <a href="https://www.mindtools.com/pages/main/newMN_HTE.htm">https://www.mindtools.com/pages/main/newMN_HTE.htm</a>
Communication skills	<a href="http://www.skillsyouneed.com/general/communication-skills.html">www.skillsyouneed.com/general/communication-skills.html</a>
Team management tools	<a href="https://www.mindtools.com/pages/main/newMN_TMM.htm">https://www.mindtools.com/pages/main/newMN_TMM.htm</a> <a href="http://www.lifehack.org/articles/productivity/5-awesome-project-management-tools-to-get-your-team-on-track.html">http://www.lifehack.org/articles/productivity/5-awesome-project-management-tools-to-get-your-team-on-track.html</a>

Regarding to **INNOVATORS** enabler:

Tools	Links
Leadership skills	<a href="http://www.skillsyouneed.com/leadership-skills.html">http://www.skillsyouneed.com/leadership-skills.html</a> <a href="https://www.mindtools.com/pages/main/newMN_LDR.htm">https://www.mindtools.com/pages/main/newMN_LDR.htm</a>
Team management tools	<a href="https://www.mindtools.com/pages/main/newMN_TMM.htm">https://www.mindtools.com/pages/main/newMN_TMM.htm</a> <a href="http://www.lifehack.org/articles/productivity/5-awesome-project-management-tools-to-get-your-team-on-track.html">http://www.lifehack.org/articles/productivity/5-awesome-project-management-tools-to-get-your-team-on-track.html</a>
Stress management	<a href="https://www.mindtools.com/pages/article/managing-stress.htm">https://www.mindtools.com/pages/article/managing-stress.htm</a> <a href="http://www.helpguide.org/articles/stress/stress-management.htm">http://www.helpguide.org/articles/stress/stress-management.htm</a>
Time management	<a href="https://en.wikipedia.org/wiki/Time_management">https://en.wikipedia.org/wiki/Time_management</a> <a href="https://www.entrepreneur.com/article/219553">https://www.entrepreneur.com/article/219553</a> <a href="https://www.mindtools.com/pages/main/newMN_HTE.htm">https://www.mindtools.com/pages/main/newMN_HTE.htm</a> <a href="http://www.itexico.com/blog/bid/97592/How-To-Time-Management-in-Software-Development-and-Project-Management">http://www.itexico.com/blog/bid/97592/How-To-Time-Management-in-Software-Development-and-Project-Management</a>
Communication skills	<a href="http://www.skillsyouneed.com/general/communication-skills.html">www.skillsyouneed.com/general/communication-skills.html</a>