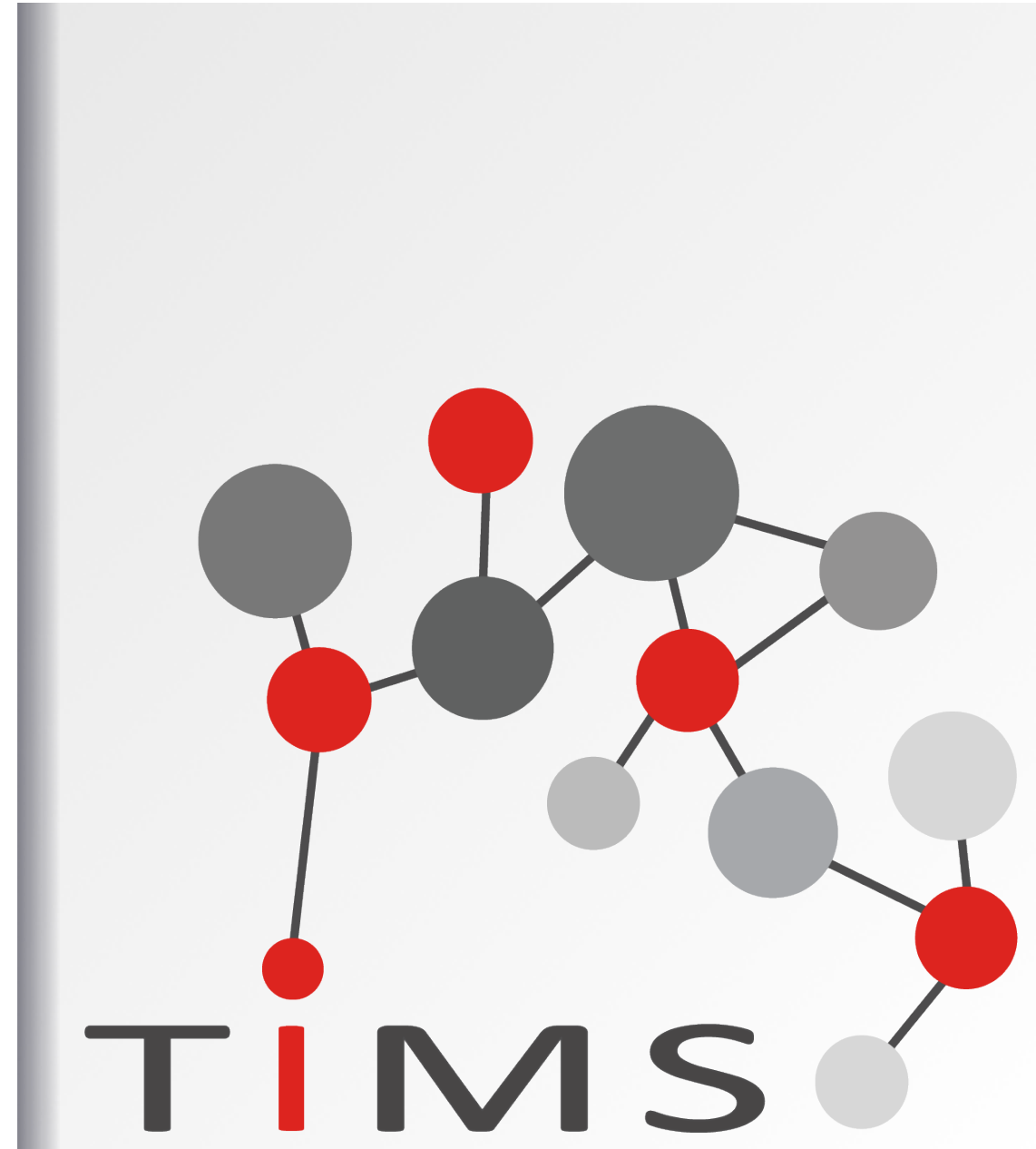


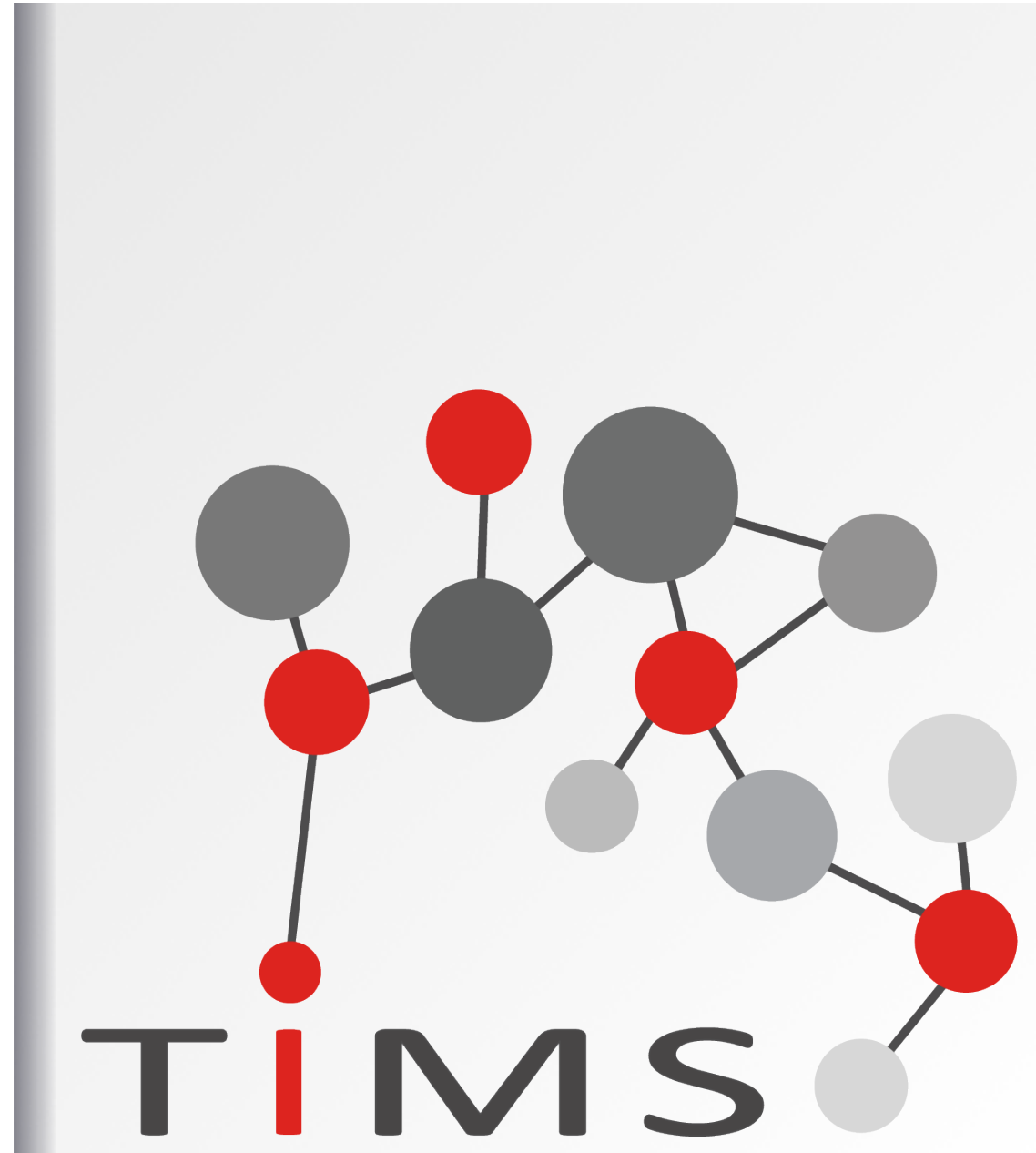
**Innovation management —  
Innovation management  
system**



Hello!  
Nice to meet you

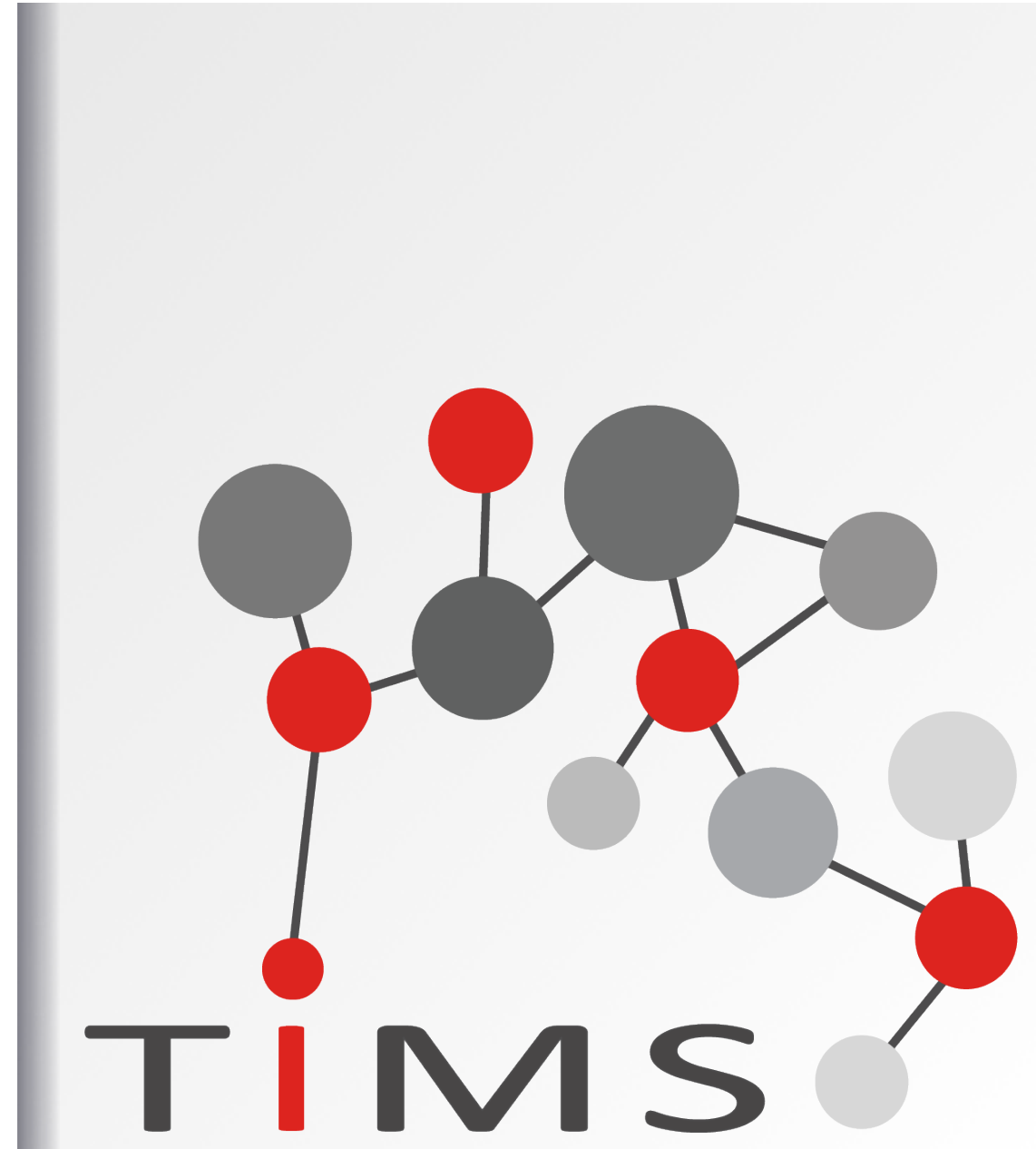
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# Innovation Processes



# Innovation processes

The organization must configure flexible and adaptable innovation processes that:



**adapt to individual innovation initiative**

**consider the five general non-linear innovation processes**

**try to reduce uncertainties and increase the viability of the innovation initiative;**

**include, where necessary, decision-making points to repeat previous processes, continue future processes, or terminate the innovation initiative;**

**use and join other appropriate processes in the organization;**

**they are continuously reviewed and reconfigured as necessary;**

**consider the integration of innovation initiatives into the portfolio.**



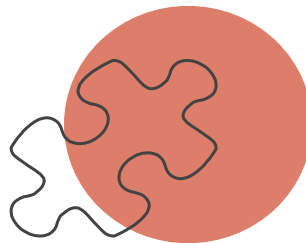
**To identify and define opportunities, the organization should consider the following inputs:**



**understanding of the organization and its context;**



**the scope of the innovation initiative;**



**the purpose of the innovation;**



**lessons and experiences from previous innovation initiatives.**

## The organization should:

**Gain ideas and knowledge about expressed and unspoken needs and expectations;**

**Gain ideas and knowledge about current trends and challenges, for example in relation to competitors, technology, intellectual property and markets;**

**Identify and define opportunities or areas of opportunity, such as achievable impacts, achievable values or problem statements;**

**Prioritize opportunities.**





**Knowledge acquisition can involve losses and gains for users, customers, citizens and other current and potential stakeholders of the organization, market or society.**

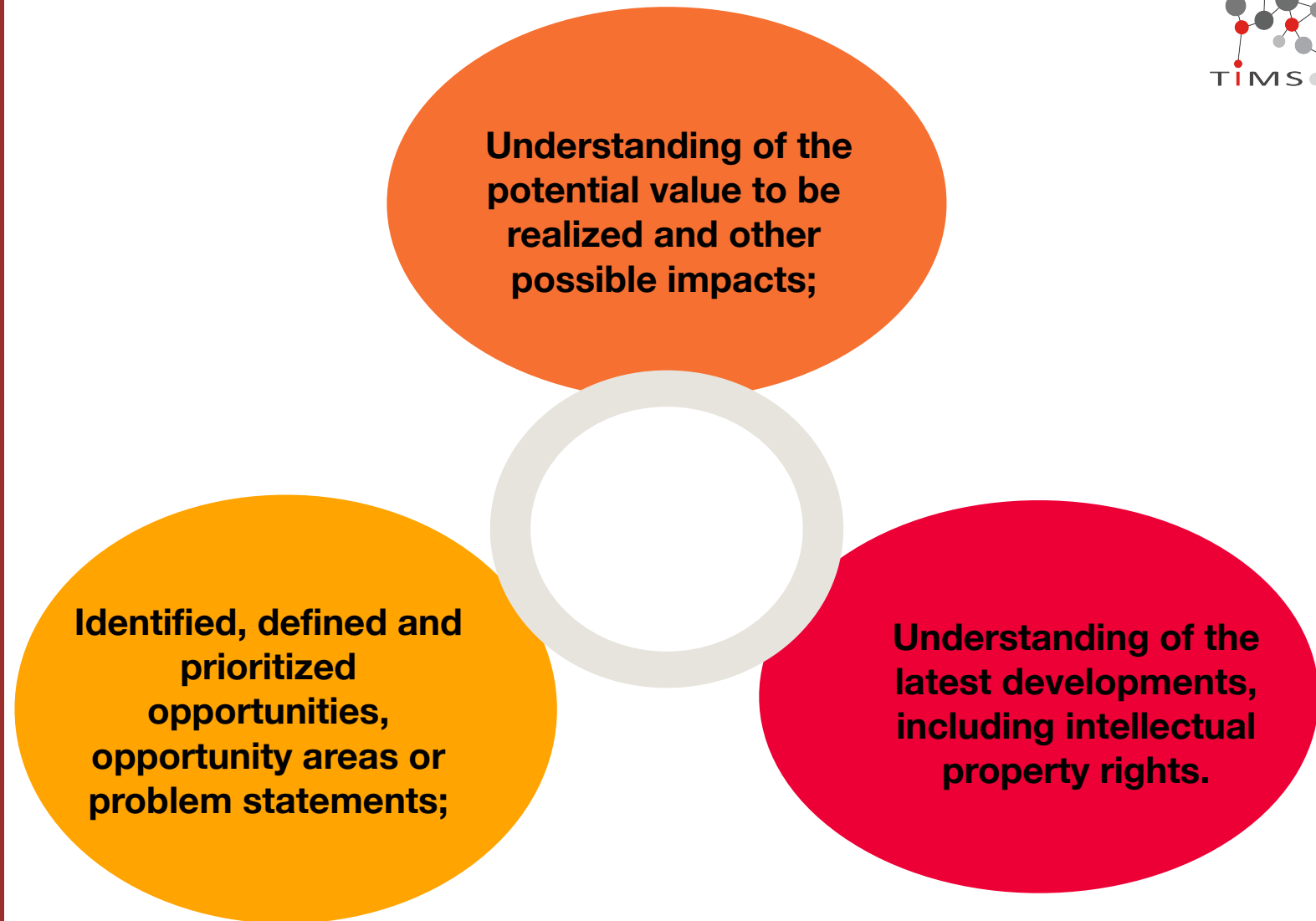
**Tools and methods may include basic research, scanning, prospective analysis, benchmarking, internal and external searches, interviews, ethnography, crowdsourcing, focus groups, forecasting activities, user scenarios, risk analysis, dynamic systems models, etc.**







**These activities  
can produce the  
following results:**



# Create concepts

*In order to create concepts, the organization needs to consider the identified and defined capabilities as input.*



**Generate new ideas, potential solutions or combinations of existing ones from internal and external sources through creative problem solving, ideation or other methods;**

**Research, document and evaluate ideas and potential solutions, for example in terms of degree of novelty, risk, feasibility, desirability, sustainability and intellectual property rights;**

**Select desired ideas and possible solutions based on certain criteria;**

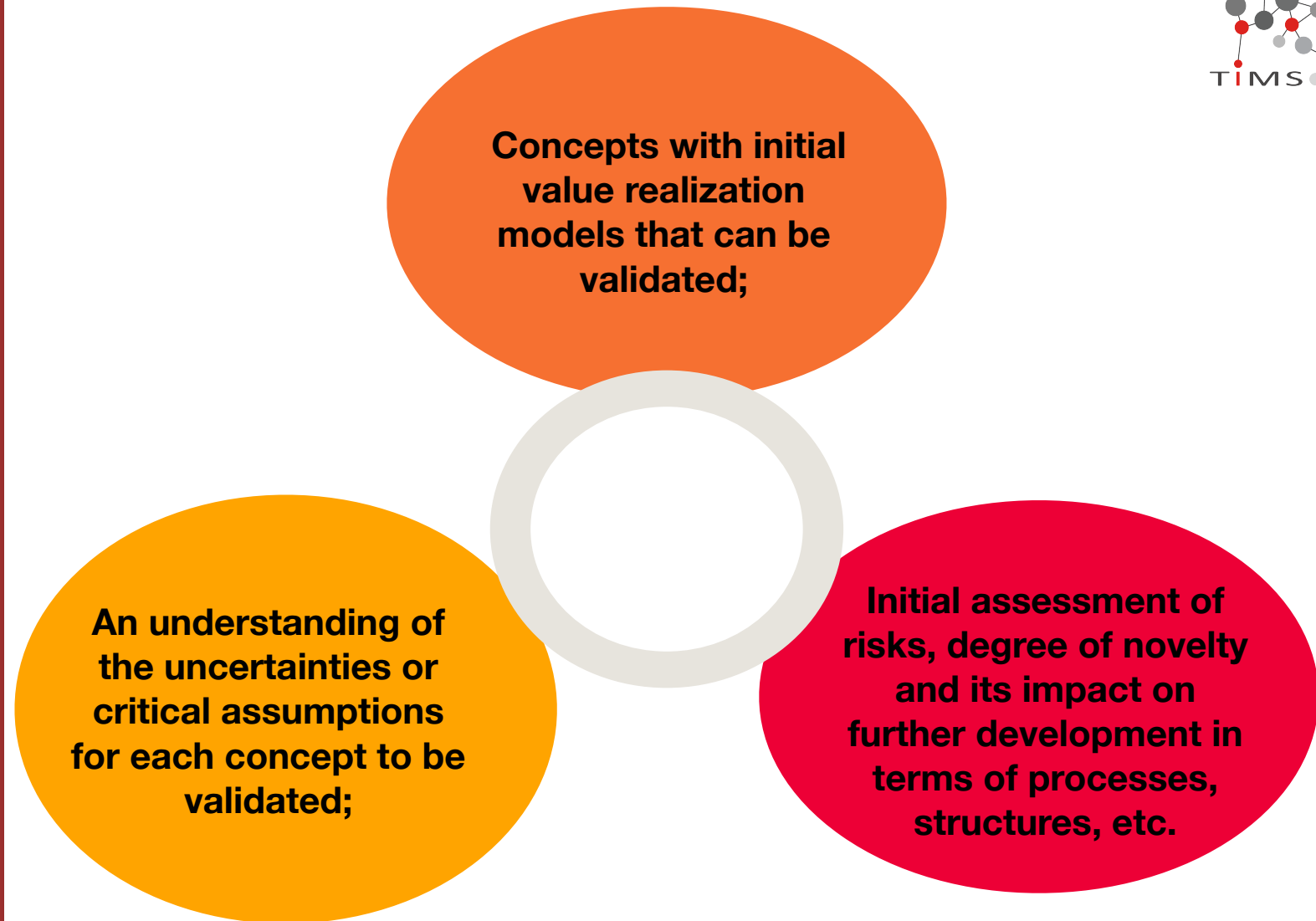
**Develop concepts from ideas and possible solutions, including value propositions;**

**Develop alternatives for capturing value, such as hypothetical business, operating or marketing models.**





**These steps can produce the following results:**



**An understanding of the uncertainties or critical assumptions for each concept to be validated;**

**Concepts with initial value realization models that can be validated;**

**Initial assessment of risks, degree of novelty and its impact on further development in terms of processes, structures, etc.**

# Concept validation

In order to validate concepts, the organization must consider the concepts created as input.



# Concept validation

1. start validation early on with the initial version of the concept;
2. consider one or more validation approaches such as tests, experiments, trials and research;
3. approach the concept, starting with the most important uncertainties, hypotheses or assumptions, to learn, gain feedback and generate new knowledge to reduce uncertainty in relation to:



# reduce uncertainty in relation to:

- interaction with users, customers, partners and other interested parties;
- support, including resources;
- technical, legal, marketing, time to market, financial and organizational aspects;



# Concept validation

4. adapt and improve the concept based on lessons learned, feedback and new knowledge;
5. assess the feasibility of the concept and whether it is necessary to address remaining uncertainties, hypotheses or assumptions;
6. consider additional validation if necessary.





## These activities may result in the following outcomes:

- a validated proof of concept or concepts with an acceptable level of uncertainty for further development;
- relations with users, customers, partners and other interested parties;
- new knowledge.



# Development of solutions

In order to develop solutions, the organization must consider the validated concepts as input.



# Development of solutions

1. develop the concept into a functional solution, including the value realization model;
2. consider whether to develop the solution in-house or through acquisition, licensing, partnership, outsourcing, etc.;
3. identify and address implementation risks such as user acceptance, legal requirements, scalability, budget cycle and schedule;



# Development of solutions

4. checks the state of the art to avoid infringements of existing intellectual property rights;
5. determines whether the solution can and should be protected;
6. develop and build necessary deployment capabilities such as promotion, manufacturing, delivery, partnerships and ecosystems.



**Solutions developed with value realization models, including value propositions;**

**Plans with activities, resources, relationships and specific deadlines for full or gradual implementation of solutions;**

**Compliance with implementation needs and requirements, including intellectual property rights considerations.**



**These steps can produce the following results:**



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# Implementation of solutions

In order to implement solutions, the organization must consider the solutions developed as inputs.



# Implementation of solutions

1. make the solution available to users, customers, partners and other interested parties, for example by implementing, deploying or delivering the solution;
2. promote and support the solution, such as sales, marketing, communication, awareness building and liaison with users, customers, partners and other interested parties;
3. monitor acceptance rates and feedback from users, customers, partners and other stakeholders;



# Implementation of solutions

4. monitor the impact on value realization or redistribution;
5. identify new impacts on intellectual property;
6. gain new insights from implementation to improve solutions, develop relationships and create new opportunities.





**These steps can  
produce the  
following results:**



**Realized value, financial or non-financial;**

**Impact in the form of adoption and new  
behavior by users, customers, partners  
and other stakeholders;**

**Ideas and new knowledge to improve  
solutions.**





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