

AN “OPEN INNOVATION PROJECT CANVAS” TO SUPPORT SMEs

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Innovation in Practice
ISPIM 2016

Porto, 21 June 2016

TNO innovation
for life

ISSUE

- › Open Innovation offers many opportunities, especially for SMEs
- › See: Keynote by Wim Vanhaverbeke “Open Innovation in SMEs”
- › However, tools like *Business Model Generation* and *Value Proposition Design*, typically focus on a single company and a business model for deployment.
- › Less appropriate for Open Innovation projects that involve a **network / consortium of SMEs**, customers, public partners and knowledge institutes
- › Less appropriate for R&D projects, which are concerned with the first phases of innovation, **from idea to prototype** (not yet deployment).

CONTRIBUTION

- › In order to better support SMEs to manage such Open Innovation projects, we developed the '***Open Innovation Project Canvas***', as a complement to other tools.

It is distinctive in several ways:

- › Focus on **organizing collaboration**, e.g., consortium (rather than one company)
- › Focus on **first phases of innovation**, from idea to prototype (rather than deployment)
- › Focus on **practical, short-term results** (a 'minimum viable product')
- › Identify parties **that value these results** (and further business development).

OPEN INNOVATION PROJECT CANVAS

Goal and scope.

This Canvas is intended to facilitate collaboration between partners and to articulate clear project goals, as first steps in an innovation process. It supplements other Canvases, e.g., for Business Model Generation and Value Proposition Design.



CONTEXT

- › Developed in the context of SSL-erate: a EU FP7 Coordination and Support Action that aims to promote the **development, uptake and deployment of innovative LED lighting systems in Europe.**
- › The Toolkit was used by five Lighting Clusters: **Danish** Lighting Innovation Network (DLIN), Luce in **Veneto** (LiV), Cluster d'Il-Luminació de **Catalunya** (CICAT), Groen Licht **Vlaanderen** (GLV), and Cluster Lumière, **Lyon** (CL).
- › They initiated 20+ Open Innovation projects, each typically involving 2 or 3 SMEs, a potential customer or public organization, and a university. They developed and evaluated prototypes for a launching customers within a time-span of 6-12-18 months.

HOW TO USE THE CANVAS

OPEN INNOVATION PROJECT CANVAS

Goal and scope_

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A. Start with the Idea
Opportunity
Overall vision

B. Market / Demand side:

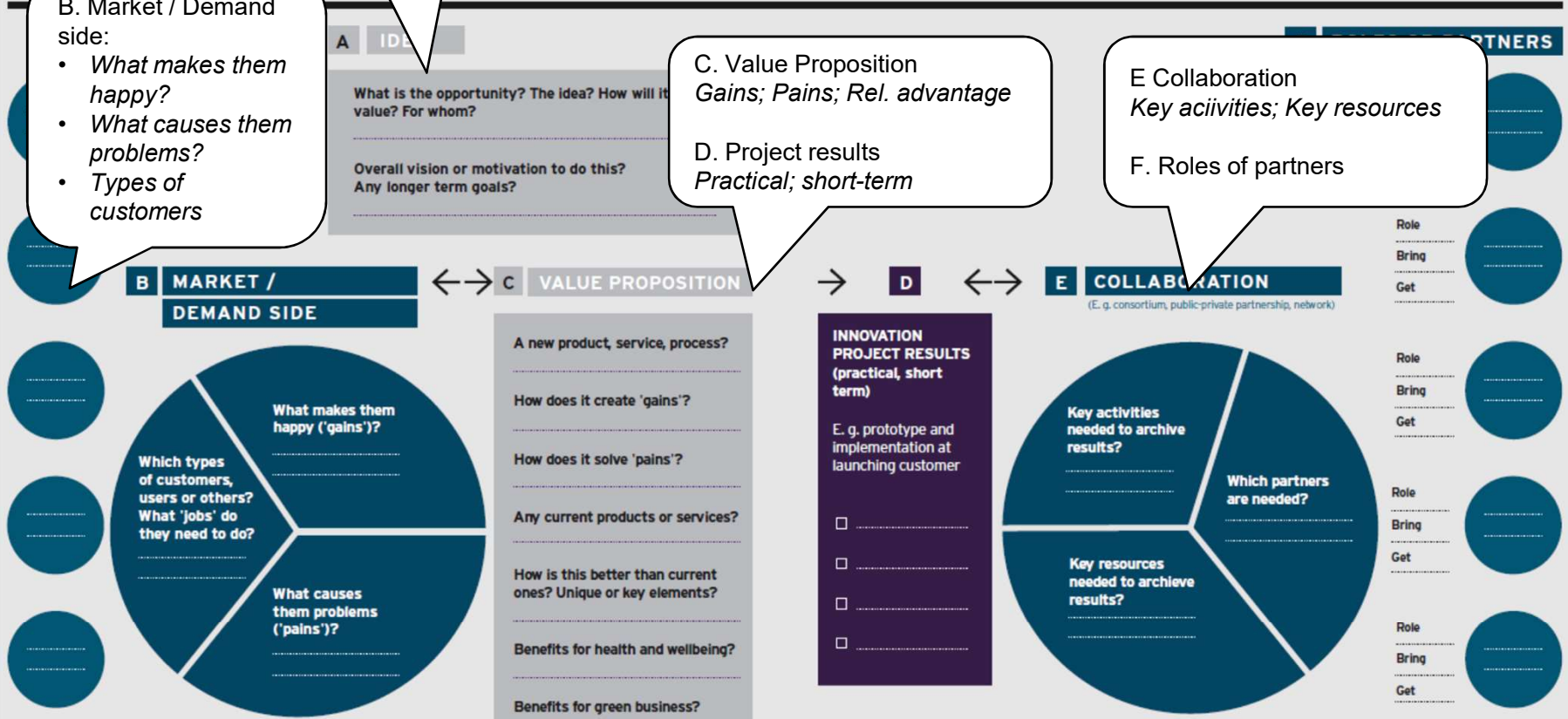
- *What makes them happy?*
- *What causes them problems?*
- *Types of customers*

C. Value Proposition
Gains; Pains; Rel. advantage

D. Project results
Practical; short-term

E Collaboration
Key activities; Key resources

F. Roles of partners



Identify key customers. Also identify relevant users or other stakeholders, e.g., intermediaries. You may need different value propositions for different groups of customers.

Involve different partners from the entire value chain. Some partners are critical. Others can be at a distance. Maybe you need different partners in different phases.

G Questions about the demand side that you need to find out (a.s.a.p.), e.g., willingness to pay, market segments and sizes.

Conduct market research

H Ideas for marketing and sales (after the project)? E.g., build customer relationships, distribution channels, intermediaries, etc.

I Who wants to use the project's results? This organization needs to be in the consortium. E.g., as first customer, or owner of the patent.

J Ideas for creating a profitable company (after the project)? E.g. business model, manufacturing, operations, sales, etc.

Do Business Model Generation

FURTHER DEVELOPMENT

OPEN INNOVATION PROJECT

Add Blue Ocean Strategy:

Break the value-cost trade-off:

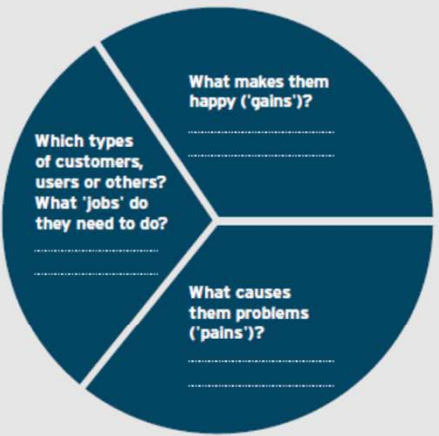
- Which (taken for granted) factors can be reduced significantly? Or even reduced?
- Which factors can be raised significantly? Or which new factors can be created?

Goal and scope_

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B MARKET / DEMAND SIDE



Identify key customers. Also identify relevant users or other stakeholders, e.g., intermediaries. You may need different value propositions for different groups of customers.

More detail needed: distinguish between customers, intermediaries, resellers, stakeholders, etc.

C VALUE PROPOSITION

- A new product, service, process?
- How does it create 'gains'?
- How does it solve 'pains'?
- Any current products or services?
- How is this better than current ones? Unique or key elements?
- Benefits for health and wellbeing?
- Benefits for green business?

H Ideas for marketing and sales (after the project)? E.g., build customer relationships, distribution channels, intermediaries, etc.

D INNOVATION PROJECT RESULTS (practical, short term)

- E.g. prototype and implementation at launching customer
-
-
-
-

I Who wants to use the project's results? This organization needs to be in the consortium. E.g., as first customer, or owner of the patent.

E COLLABORATION
(E.g. consortium, public-private partnership, network)



Involve different partners from the entire value chain. Some partners are critical. Others can be replaced. Maybe you need different partners in different stages.

More detail needed: distinguish between strategic partners and other partners, e.g., suppliers

F ROLES OR PARTNERS

- Role: Bring, Get
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FURTHER DEVELOPMENT

- › This Toolkit and Canvas were used in workshops with companies involved in projects of the Danish Lighting Innovation Network (March 2015) and with companies involved in projects of Luce in Veneto (June 2015).
- › The usage of the Toolkit and Canvas beyond these workshops is, however, very limited. Many people prefer to follow their own ways of working, to rely on their own skills and (informal) methods and tools, e.g., BMG.
- › **We are currently developing material (online videos and a webinar) to disseminate the Toolkit and Canvas to a larger group of companies.**
- › Are you interested in getting involved in this? Then please contact us:
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