

Erik Holm Melby
Visionlab as / Norway / Slovenia

Dr. Mila Bozic
BE-i Institute
Slovenia

in cooperation with
SFPO / Slovenia

CREATIVITY AND IDEAS

INNOVATION COMPETENCE

INNOVATION PROCESS

INNOVATION MANAGEMENT

Innovation for Growth



Dear innovators;

Welcome to our brochure for strategic innovation training. The training program is based on experiences and learning from Norway, Germany, Sweden, and at global innovators like Whirlpool and Nokia.

The introduction

Everybody talks about it but very few really do something about it. If it were so easy, more companies would innovate. We believe that a solid and well-tested training program should start with the basics and challenge corporate thinking. There are many business initiatives that your corporation can participate in, but we believe that there are few that really make a difference at the top – we train for growth and a long-term commitment to changing your company and your industry.

The challenge

We face many kinds of challenges today. One is documented in the last European Human Capital Index for Central and Eastern Europe. Slovenia is at same level as countries like Italy and Portugal in terms of human capital endowment (all types of training and education a person receives), both in quantity and structure. BUT, when it comes to human capital productivity, Slovenia is at the bottom, along with the Czech Republic. This means that we do train people, but we train them for things that do not give us growth compared to other European countries. We don't give our workers the right skills for our economy. So what should we do?

The answer

The Lisbon Council says that *"the task is how to evolve from boasting merely efficiency-driven growth towards being genuinely innovation-driven economies"*. To do this we need training programs that are proven to work and use the latest know-how in the area of organizational innovation – also referred to as strategic innovation. We don't need more training on how to become more efficient if we can not compete with innovative businesses around Europe and worldwide. Companies worldwide using our concept for Strategic Innovation Training have increased their innovation rate from an average of 4% to between 35–70%. They doubled or even tripled their sales volume. That's what we call success! A strategic approach is creating an innovative culture. It enhances the employees' innovation competence and changes the corporate mindset. It is indeed a completely new approach for organizational and human resource development.

We believe that

Training should be practical; the participants are partners in learning and not students; there are no textbook answers, only issues that must be focused on and discussed; and finally, we always participate with an open mind. I hope you will join us on this journey and challenge yourself, us, and others with views on how to create new values inside our organizations.

Erik Holm Melby
Managing Director
Visionlab as
Tel. 0047 907 75 951
erik.holm.melby@visionlab.no
www.visionlab.no

Dr. Mila Bozic
Senior Director
BE-i Institute
Tel: +386 41 779 040
mila.bozic@be-i.org
www.be-i.org

The Path to Success

Qualify yourself as an “innovation architect.”.

Module 0: Ideas and Creativity

Module 1: Innovation competence

Module 2: Innovation Processes (Strategic Innovation Process)

Module 3: Innovation Management (Strategic Innovation Management)

After having completed your training you will be an expert in innovation strategy and will speed up your personal career by

- Supporting the top management by steering a holistic and structured creative process
- Being the driving force for designing and implementing innovation projects
- Facilitating meetings, teams, and project groups
- Creating an innovative corporate culture with open communication and cross-functional cooperation
- Finding out what customers really want but cannot yet articulate themselves

The training provides an orientation in the jungle of innovation definitions. You will broaden your perspective and learn a structured and focused method with a guarantee of success. Your work load will increase – and you will have a lot of fun!

All modules contain

- Participant material such as references to articles, a program, practical info, and participant profiles
- A 2-day workshop followed by homework and an optional 1-day colloquium (homework shall be handed in at least one week before the colloquium)
- The choice of the topic for in-company homework
- The option for one consultation meeting free of charge

All modules will be run as interactive workshops with a high degree of participation and group exercises.

CREATIVITY AND IDEAS (Module 0)

2 Days



ACTIVITIES

1. Intro to Creativity and Innovation
2. Participatory Workshop
3. Group presentations of WS results

OUTPUT

- Idea process
- Tools, methods, and techniques
- Network of people that can help on creative processes

YOU WILL END UP WITH

Competences in central areas of the idea process: motivation, planning, design, and implementation of the idea process within organizations.

In addition, we offer you help to implement your first idea process inside your organization. A third day will be held with all participants where they can come together, share, and get help on their own idea processes.

THE MAIN GOAL OF THE TRAINING COURSE

The main goal with this training course is to train selected people inside your organization to become pioneers and initiators in innovation and idea development. As participants they will gain both theoretical knowledge and practical training on the idea process; motivation,

self-confidence, and experience in how to design and implement the idea process. Our goal is that organizations will get back employees that will improve motivation and understanding of how you can manage a creative idea process that eventually will increase the organization's innovation capability.

MOTIVATION

The most important motivational factor for innovation is believing in your own creative capabilities. We start this training course by focusing on an "I am creative" attitude. In Module 1 motivation is covered on an organizational level by discussing culture and climate inside organizations.

CREATIVITY

What is creativity? Creativity is the capability to

create new ideas. Innovation on the other hand describes the capability of bringing ideas to life in the real world with real markets and consumers. We know that knowledge of creativity will increase the number of good ideas. What affects our creative thinking process and the capability to create ideas is our capabilities of association, flexibility in our thinking, and originality in our idea production. This training course will challenge all aspects of creativity on both the individual and group levels.

IDEAS

Based on what we have learned about motivation and creativity, we move on to the idea process. Participants will be introduced to an idea methodology that will deliver the creative potential in groups; a sort of

mental transfer away from what we already know to out-of-the-box thinking. The majority of the training course will deal with this subject.

IMPLEMENTATION

There will never be innovation without implementation. Many organizations have no problem creating ideas. The challenge often arises in implementation. Handling ideas in a structured way and using a certain methodology will increase the probability of implementation. It's important that innovation become practical and not theoretical. That's when ideas are implemented.

INNOVATION COMPETENCE (Module 1)

2 days



Target group

- Everyone that is interested in learning more about innovation

Learning goals

- Why innovation for growth
- Copycats vs. Innovators
- Innovation drivers
- Innovation dimensions
- Innovation measures

Cases covered

- Starbucks
- Dell

INNOVATION IN PRACTICE

Five out of ten managers (ratio based on interviews) believe that innovation is not important for their organizations. Others struggle to grasp the good practices of innovation work. The challenge is usually to understand the use of innovation as a mechanism to increase value. The results are that organizations identify the larger opportunities that they have to build their own future.

Whether you come from a large or small company, the goal of innovation is to increase value creation, which involves much more than developing new processes, products, and services. It involves capabilities to generate new value and the coordination of these capabilities. The important thing is to establish another way of thinking where you and your co-workers are constantly looking for ways to generate new value – being better and faster than your competitors. In the Innova-

tion Competence workshop we will work together to find new opportunities for your business – perhaps even in some areas where it is difficult for your competitors to do the same as you.

FROM THE FUTURE AND BACK

- Learn why it does not work to go directly to implementation of activities without first defining long-term goals and creating a sound platform for innovation.
- Get an overview of concrete measures you can implement to increase your understanding of innovation.
- Get to know the most important success factors for innovation and growth.
- Get to know the most important drivers and issues when focusing on improving your company's innovation competences.
- Learn about the three main innovation dimensions
- Gain in-depth knowledge of the

first innovation dimension: Innovation capabilities – our innovation culture, our innovation processes, and our innovation systems.

QUESTIONS ASKED

- How do we strengthen our internal climate for innovation?
- How can we improve our methods and processes to increase our innovation capabilities and speed?
- How can we involve our customers and others in our day-to-day work with innovation?
- How can we build innovation competence into the core of our business?

Innovation Competence is a training module that will build the necessary competences to improve your company's innovation capabilities.

INNOVATION PROCESS (Module 2)

2 days

Target group

- Innovation initiators and those that want a role in their company's innovation work

Learning goals

- Differences and issues in the innovation process
- The most important components of the innovation process
- Being able to experiment with practical innovation inside your own organization
- Different models of organizing innovation work and the issues you will encounter.
- Being able to sketch the innovation process and organizing for growth in your own organization.

Cases covered

- The food and beverages industry
- Whirlpool



CREATING VALUES AND GROWTH THROUGH A STRUCTURED PROCESS

You will gain a deeper understanding of the importance of considering innovation a daily process throughout the entire organization. Achieving new insight by looking at yourself and your business environment through new lenses will be the main topic of the module. We will discuss core competences, discontinuities, consumer needs, and orthodoxies in a way that you will find surprisingly simple and logical, enabling you to use these tools in your own organization. Further-

more, you will get an overview of an Innovation process also including stepwise experimentation in the market place, letting you manage risk in a practical manner.

The module will be based on case studies and your own experiences and needs, and you will appreciate the opportunity to have a fruitful and learning dialogue with the participants.

STRATEGIC INNOVATION PROCESS

This module will give the participants an overall understanding of developing new business initiatives (models, products, processes) through structured and coordinated innovation activities. The module will give an in-depth understanding of the basic elements to be considered to make an innovation process successful, including some useful supporting tools. Furthermore, it will provide useful inputs to the participants in terms of understanding the challenges on managing and supporting an innovation process within the organization,

balanced between new and traditional ways of developing business initiatives.

SOME QUESTIONS ASKED

- How can we challenge established industry truths – and turn them around for our own benefit?
- How can we involve the whole company in our innovation efforts?
- How do we build common insight that will give us huge possibilities?
- How can we create innovations beyond single products?
- How can we develop a work environment for innovation that fits our company culture?

Innovation Process is a training course that will teach you methods and help you build processes for practical work on innovation in your own organization. The training consists of a two (2) day workshop, a practical innovation in-company case study and a one (1) day colloquium based on the participants' case studies.

INNOVATION MANAGEMENT (Module 3)

2 days

Target group

- Managers that want to learn more about innovation as a growth strategy. Decision-makers responsible for innovation projects, product development, R&D, and members of management groups responsible for the company's future growth.

Topics covered

- Success factors for innovation for growth
- The most important drivers and issues when choosing innovation as a growth strategy
- Know the manager's role in strategic innovation
- Be able to map out a growth strategy based on innovation for your own organization

Cases covered

- To be announced before workshop



INNOVATION LEADERSHIP

The main question many managers ask themselves is how to manage the company's growth. Innovation has over the past years been on the agenda of seminars, boardrooms, and in the literature.

The main focus of this training module is to focus on the manager's role in creating growth for his company. How do you create unique business opportunities or empower your employees – the most important resource in Innovation? What ambitions do you have and can you make this a journey that every person in the company wants to participate in – with pride and a "best in the world" attitude?

SOME QUESTIONS ASKED

- Why innovation for growth?
- How do I pursue the inspiration and engagement (commitment) for the company's future?
- How do I put myself in the driver's seat in order to decide where the company will be 10 years from now?
- How do I create security about the direction for the companies innovation efforts?
- How do I support the "right" innovations?
- How to work on innovation in multiple dimensions?
- How do we organize for innovation?
- How do we create enthusiasm in our organization?

The Innovation Management module finds the right angle of attack and direction for your company's innovation work. You will have a

solid platform for initiating innovation projects and handling the risk involved.

The module consists of a two-day workshop followed by a half-day colloquium based on experiences inside your own organization.

ERIK HOLM MELBY



Erik is the Managing Director of the Norwegian office but is currently responsible for establishing the Slovene office in Ljubljana. He has more than 15 years of experience in consulting focusing on technology and business consulting. The last four years the primary focus has been on strategic innovation. Erik has consulted in a variety of sectors such as shipping, telecom, consumer goods, energy, public and governmental institutions, public services and academic.

Formerly, Erik worked with Unisys Norway where he was a manager in software development focusing on ASR (Automated Speech Recognition). Erik was project manager for the first commercial ASR and TTS (Text to Speech) project in Norway delivered to Telenor in 2003. At Unisys Erik consulted mainly on

project owner level but was a driving force for consulting services that expanded existing service level at Unisys Norway. Prior to Unisys Erik held consulting positions at Core-change AB in Sweden, Mandator, NSP Group and Monitor Software in Norway and management position at Vericom ASA.

Erik holds a Bachelor of Science in CS from Pace University, New York, USA and his management education is from Unisys University and the Norwegian School of Business where he has attended several Executive Master study modules. His current academic degree is Master of Innovation Management from the University of Karlstad, Sweden.

Prior achievements:

- Strategic innovation Program 2006-2008 – Fjordland (Consumer goods)
- Strategic innovation Program Training program 2007 – DGQ and SIQ
- Innovation in Public Services in Slovenia 2007 - JAPTI
- Top Executive Innovation Training workshops 2006 (Consumer goods and energy/power industry)
- Innovation training program for SMB 2004-2006 – Innovation Norway
- 30+ innovation workshops 2004-2006
- 5+ key note speeches on innovation 2005-2007

Visionlab as
P.O. Box 171
N-2151 Årnes, Norway
Tel +47 907 75 951
erik.holm.melby@visionlab.no

MILA BOZIC



Mila Božič, PhD (2005), B.Sc. pharm. (1973), M.Sc. in pharmaceutical technology (1978), MBA (1996) at IECD Bled.

M. Božič started her professional career as an assistant-researcher at Faculty for Pharmacy, University Ljubljana, Slovenia (1974). She joined Lek Pharmaceuticals in the year 1975 and finished with same company (part of Sandoz/Novartis) in April 2005 as Innovation manager and the Advisor to the Board. Since then she has been working for the BE-i Institute, which she also founded.

First ten years she spent in the pharmaceutical development as senior researcher in charge of drug development and technology transfer to industrial scale-up. During that time she earned several academic degrees on the area of pharma development, developed more than 60 finished dosage forms, and received 3 patents.

After successful research career she was appointed as Deputy Director to QC/QA, responsible for drug release in 1985, and in the year 1988 she took the position of Quality director, responsible for the development of company wide Quality system. Most of the efforts were dedicated to the R&D quality development (GMP, GLP, GCP, which she run as a project leader). During that time Lek has acquired the first FDA approval for finished dosage forms and several inspections. Personally she was responsible for outcome of more than 20 international inspections of international regulatory bodies (FDA, MCA, TGA, BGA, etc). She audited numerous pharmaceutical companies worldwide (USA, EU, Far East, Middle East, Australia) as suppliers, licensees...

M. Božič is a registered researcher (no. 9881), lead assessor of quality systems (BSI, British Standards Institution), lead assessor of excellence model (EFQM, European Foundation for Quality Management), lead assessor for Information Security (ISO 27001) and an active member in several professional associations in Slovenia and abroad.

She published more than 75 scientific and professional articles. She has delivered keynote addresses and other lectures and seminars in the field of QM, Business excellence and Innovation.

BE-i Institute
Na Grivi 10,
1351 Brezovica pri Ljubljani
Tel: +386 41 779 040
mila.bozic@be-i.org
www.be-i.org