



FEASR



REGIONE DEL VENETO



PSR
VENETO
2014-2020



FONDO EUROPEO AGRICOLO PER LO SVILUPPO RURALE: L'EUROPA INVESTE NELLE ZONE RURALI

Corso di Formazione a Distanza (FaD)



I MODELLI DELL'INNOVAZIONE NEL CONTESTO DELL'ATTUALE COMPLESSITÀ

a cura di

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Intervento 2.3.1 Formazione dei consulenti

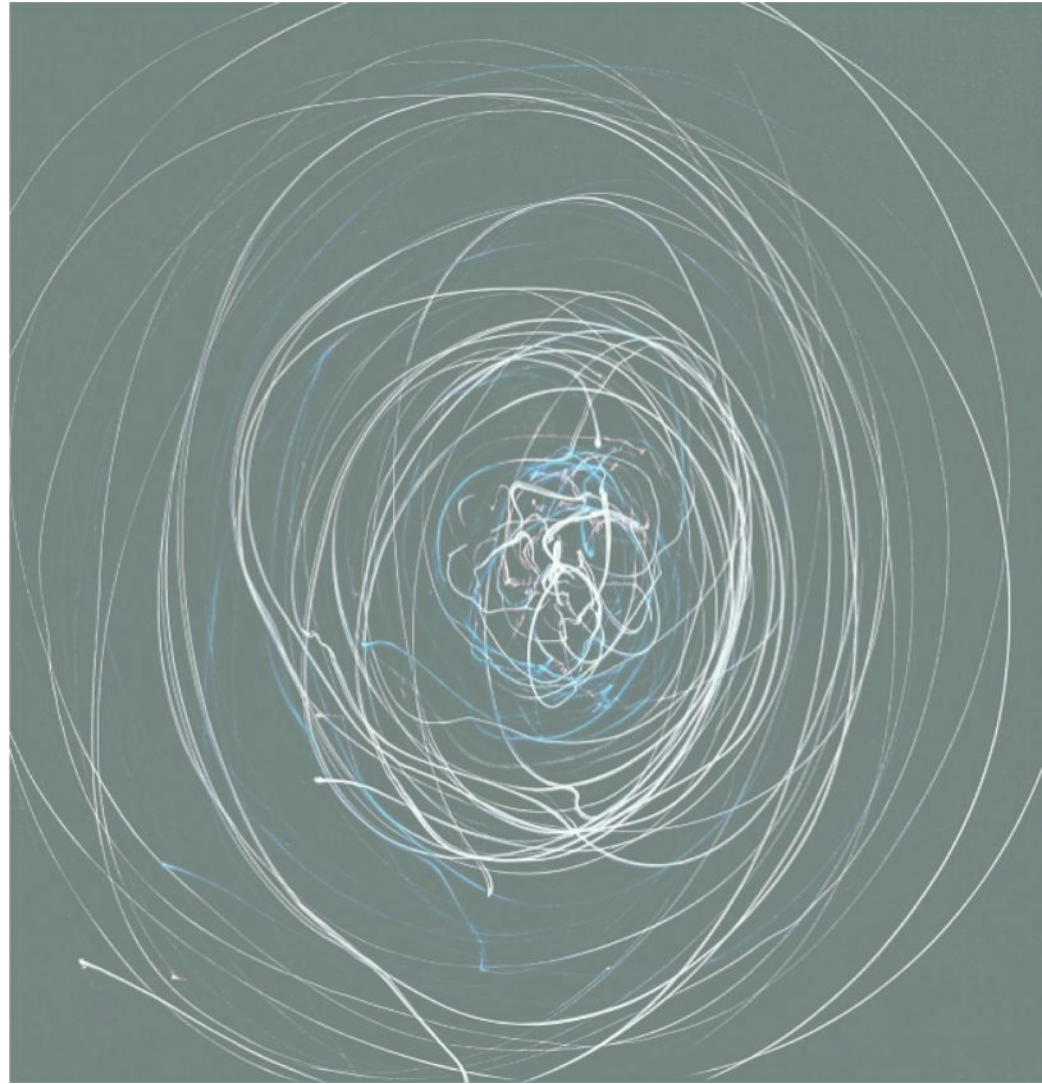
Organismo responsabile dell'informazione: Veneto Agricoltura

Autorità di gestione: Regione del Veneto - Direzione Adg FEASR Bonifica e Irrigazione

1

PREMESSA

- *La grande trasformazione che stiamo vivendo non è un semplice cambiamento, ma una metamorfosi*
- **Ulrik Beck**



Questa metamorfosi che stiamo vivendo, genera un aumento della complessità del vivere e del fare impresa e nel lavoro

è dovuta a 5 fattori

1

Incertezza

2

Rapidità

3

Entropia

4

Multi-
dimensionalità

5

Discontinuità

Questa metamorfosi cos'ha di nuovo?

Che è guidata dai giovani.
I giovani stanno cambiando
le regole del gioco.

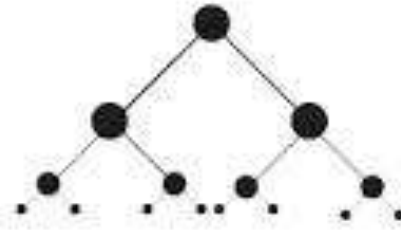
Nel 2040...

9 imprese su 10

richiederanno nuove
competenze

**il 65% dei
bambini**

che frequenta la scuola
primaria svolgerà un lavoro
che ancora non esiste



complex



complicated

COMPLESSO

- COMPLESSO (Corpo umano)
- Non si può scomporre
- Un problema complesso non si risolve mai definitivamente (crisi climatica)
- Causa ed effetti si influenzano a vicenda

VS

COMPLICATO

- COMPLICATO (Aereo)
- Si può scomporre e ricomporre
- Un problema complicato si può risolvere
- Una causa può generare più effetti

QUALE STRATEGIA? PER PROSPERARE NELLA COMPLESSITÀ

RESILIENZA **VS** **ANTIFRAGILITÀ**

- **Resisto in attesa di un ritorno allo stato iniziale**
- **Voglio semplificare la complessità**

- **Approfitto dello shock per migliorare la mia posizione**
- **Non voglio ridurre la complessità totale ma solo quella "cattiva"**



Figura 1.5. I tre aspetti dell'innovazione

Modello di Porter

Businesstheory.it



Il paradigma allora dominante:
un sistema di innovazione chiuso

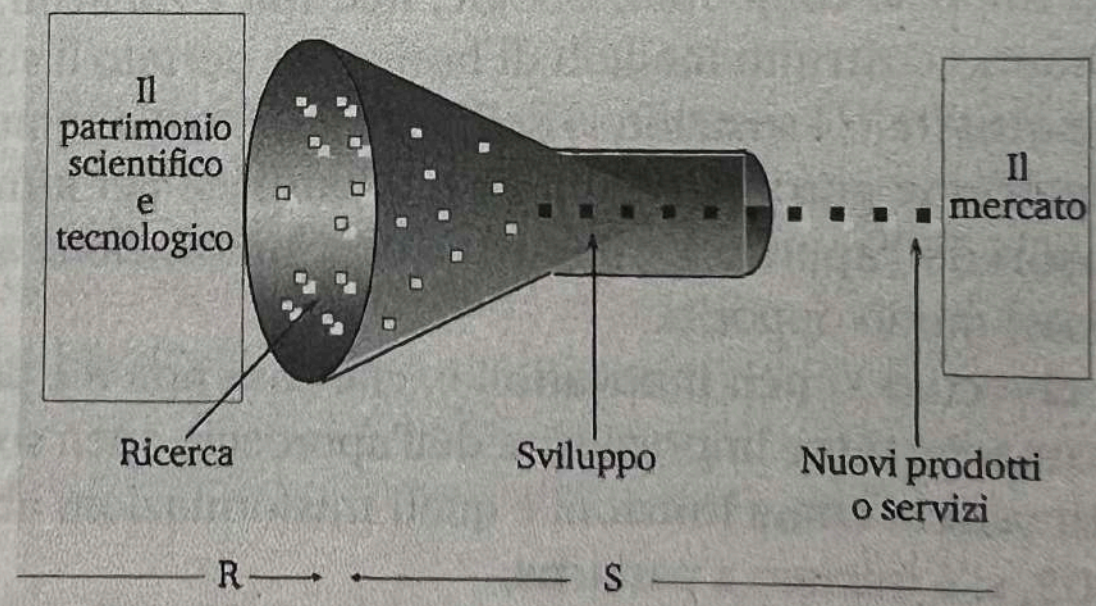


Figura 2.1. Il modello della closed innovation

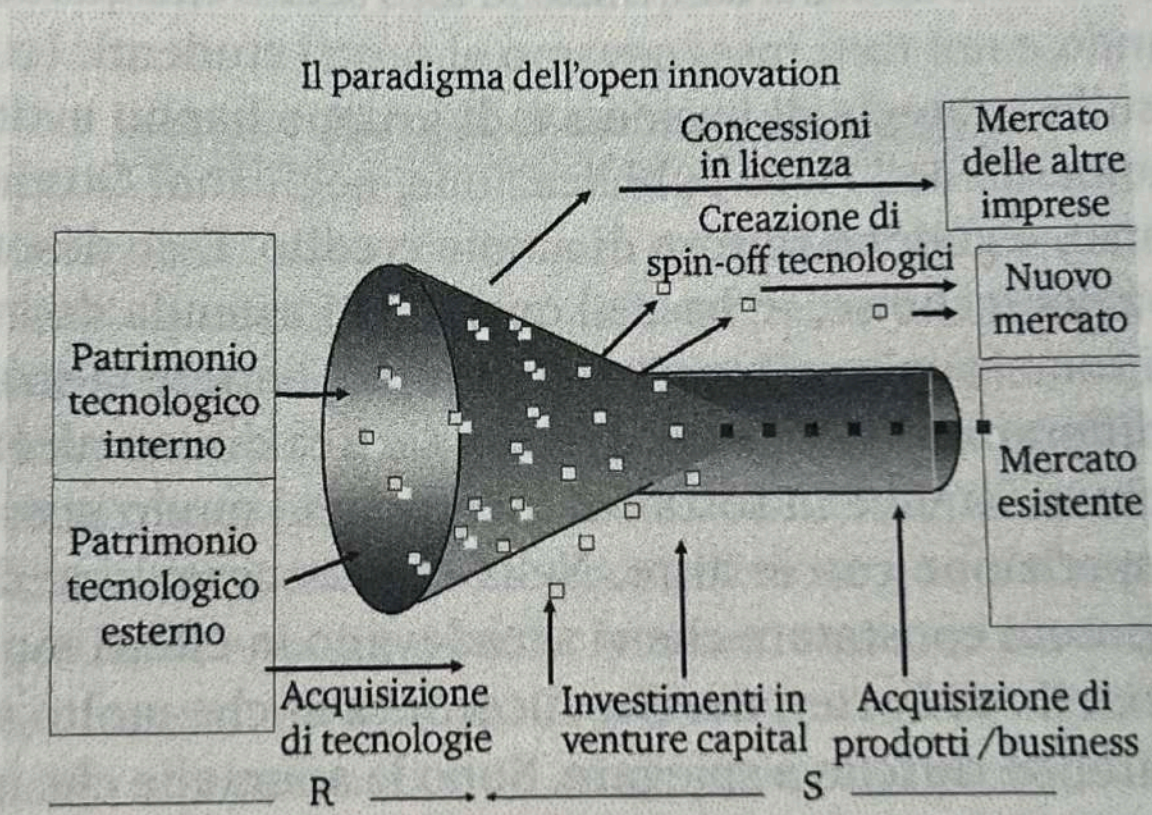


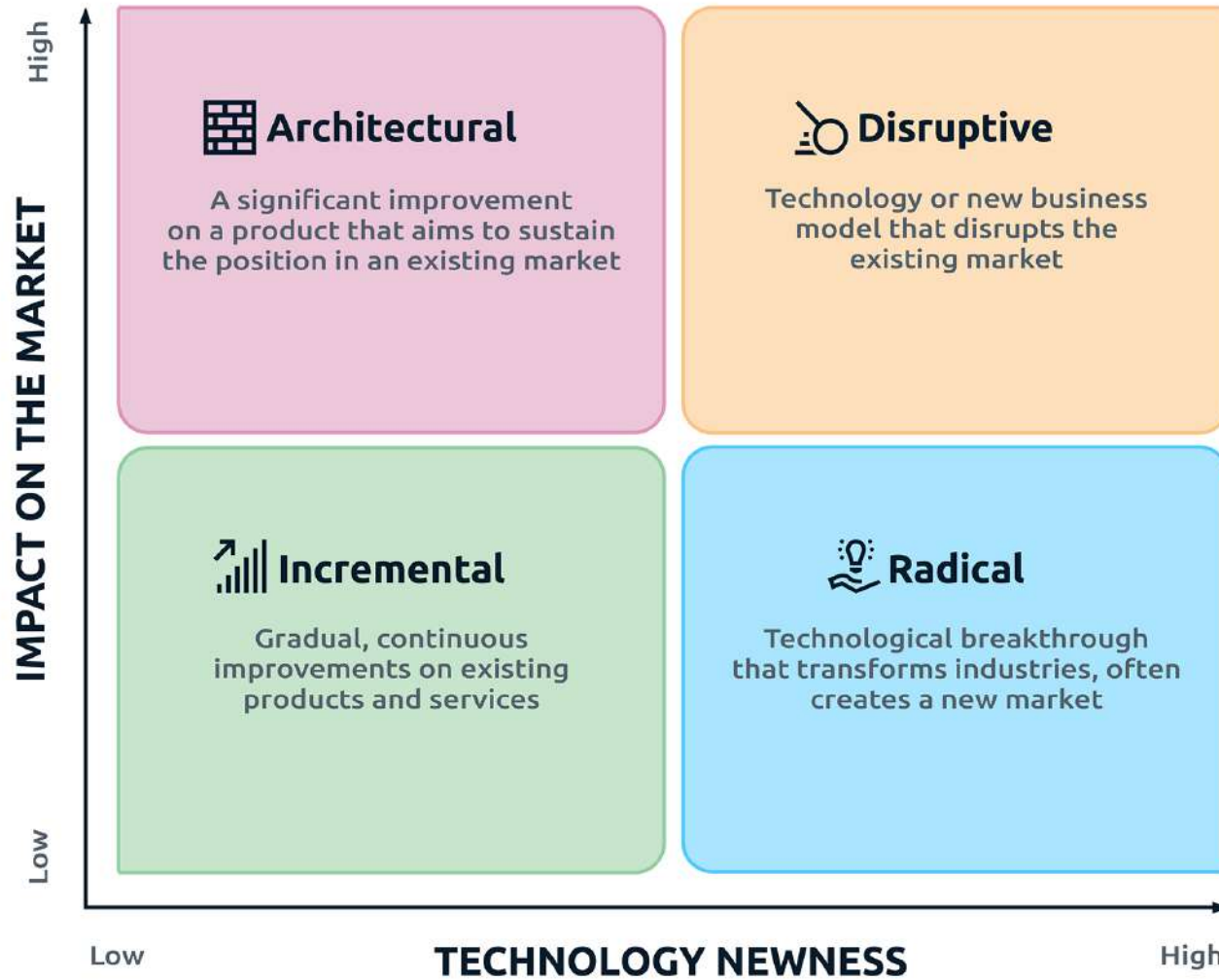
Figura 2.2. Il modello dell'open innovation

MODERN TYPES OF INNOVATION MODELS

Business model		
Technology	Near to the existing	New
New	Semi-radical	Radical
Near to the existing	Incremental	Semi-radical

Fig. 5. Innovation matrix.

Source: Davila, Epstein, and Shelton (2006, p. 39).



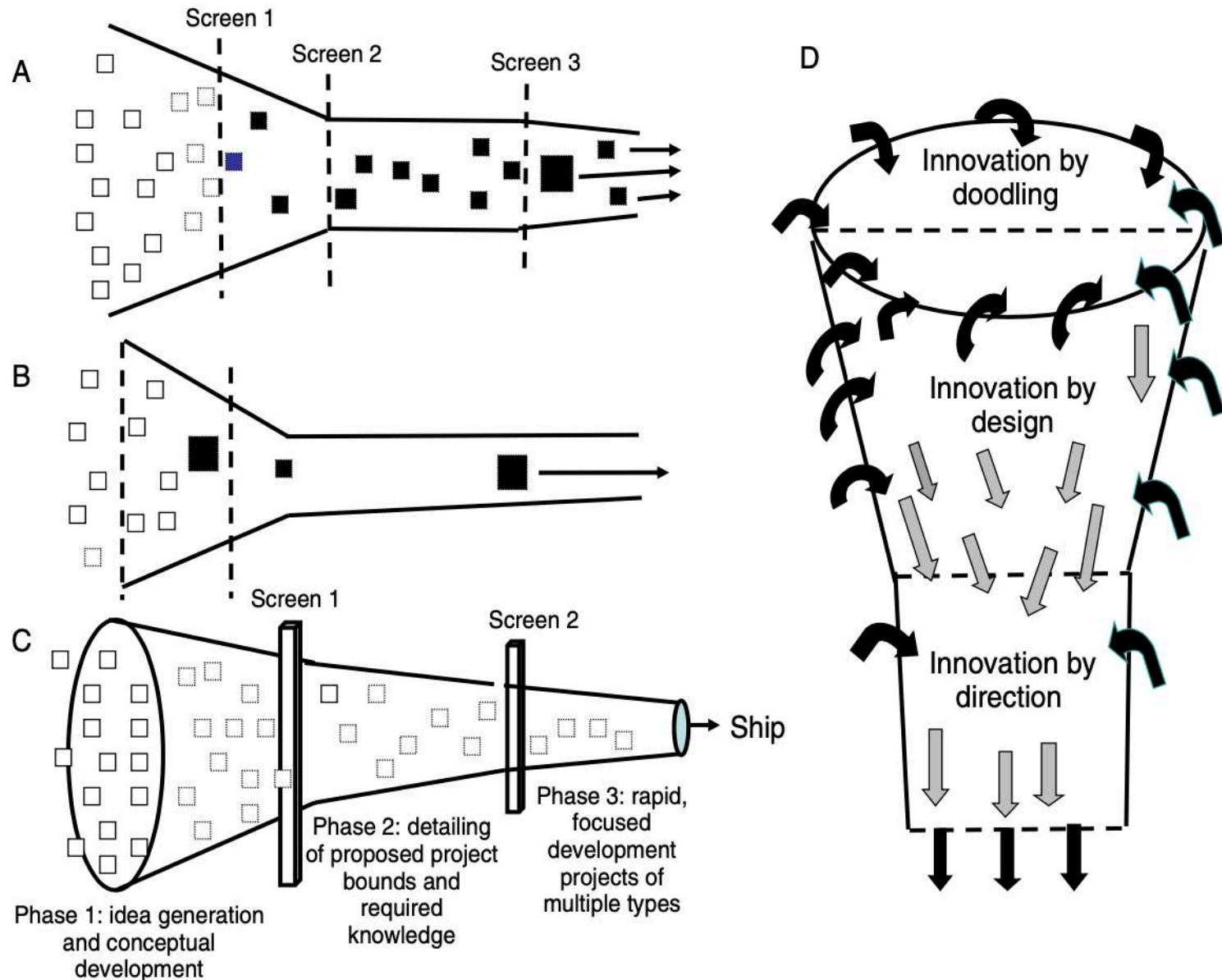


Fig. 6. Funnel model: types and example.

Source: Clark and Wheelwright (1993, p. 301 and 306) and Gundling (2000, p. 179).

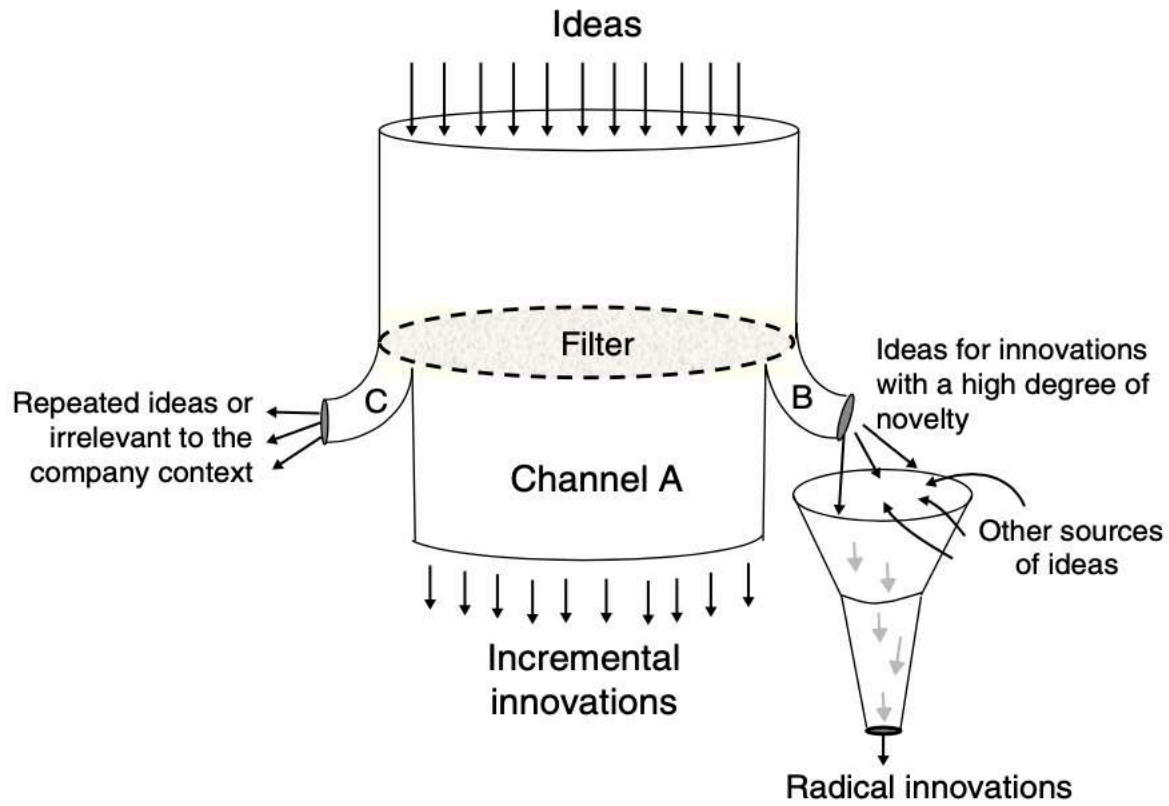


Fig. 7. Incremental innovation model.

Which Innovation Model Is Right for Your Company?

Six Innovation Models

CREATOR	SOLUTION BUILDER	LEVERAGER	EXPANDER	DEFENDER	FAST FOLLOWER
					
We know best	We're listening	We do it best	Seeking share to steal	Protecting our turf	Ready to react
Typically led by a visionary, creators disrupt markets and make focused, big bets.	Solution builders win by understanding and delighting customers.	Leveragers innovate their core business model to drive ongoing advantage.	Expanders use a core capability to enter and dominate adjacent markets.	Defenders focus on points of advantage in mature or slow-changing sectors.	Fast followers optimize their capabilities to react rapidly to competitive innovations.
Key Characteristics					
<ul style="list-style-type: none"> • A closed innovation approach • Deliberate life cycle management • A limited number of big bets 	<ul style="list-style-type: none"> • Excellence in customer insight • A focus on the full purchase experience • Centralized governance to keep the customer at the center of innovation 	<ul style="list-style-type: none"> • Concentration on innovations that can speed the expansion of the model • A focus on continuous improvement of core model • Emphasis on transferring expertise and staff continuity 	<ul style="list-style-type: none"> • A mandate for growth • A focus on one or two advantaged capabilities • Consistent in-market experimentation • An open, empowering innovation culture 	<ul style="list-style-type: none"> • Continuous improvement to maintain edge of current offerings • Rigorous defensive monitoring of potential disruptions • Use of M&A and partnerships to keep pace 	<ul style="list-style-type: none"> • A focus on sensing and speed to improve on competitive innovations and lower risk • Investment in go-to-market excellence • Flat organization to facilitate rapid decisions
Examples					
<ul style="list-style-type: none"> • Apple • Tesla • Netflix • Lululemon Athletica 	<ul style="list-style-type: none"> • Nike • Starbucks • GoPro • Target • Under Armour 	<ul style="list-style-type: none"> • Zara • Toyota Motor • Costco 	<ul style="list-style-type: none"> • Amazon • Gilead • Danaher 	<ul style="list-style-type: none"> • AIG • Pfizer • Allstate Insurance 	<ul style="list-style-type: none"> • Reckitt Benckiser Group • Tencent • JPMorgan Chase

Source: BCG analysis.

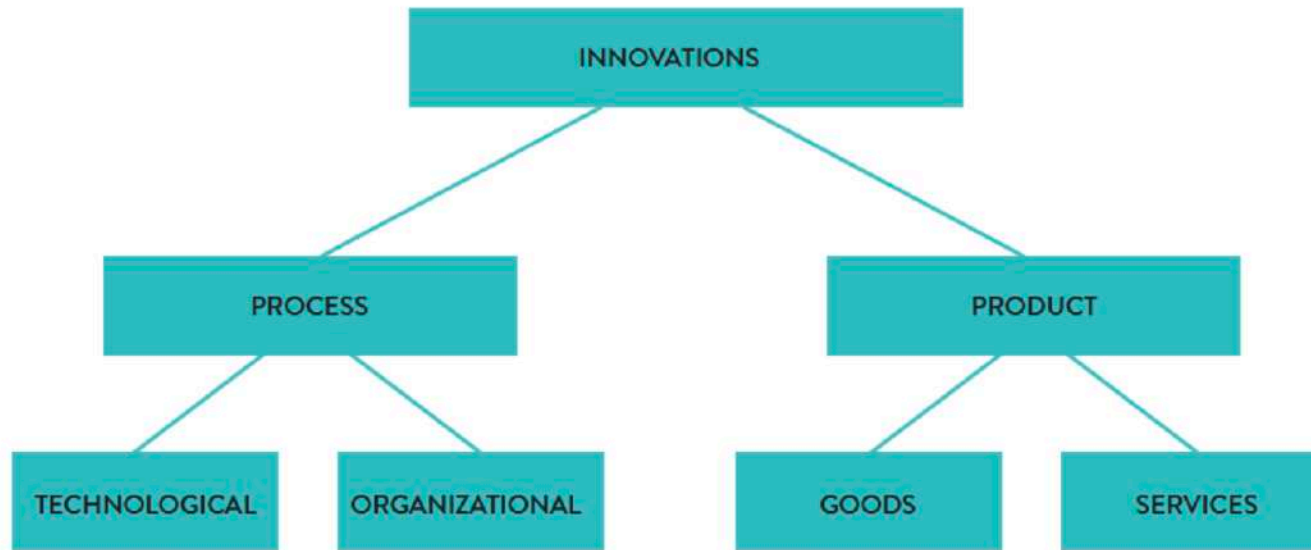


Figure 2.1 Taxonomy of innovation, Edquist (2001)

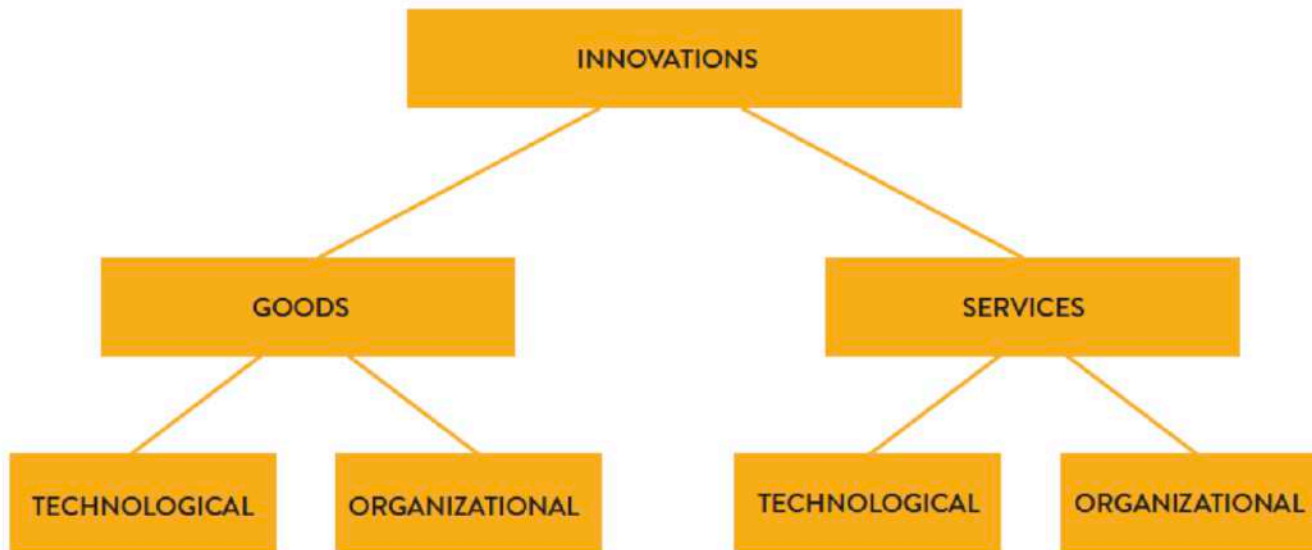


Figure 2.2 Taxonomy of innovation, Windeløv-Lidzélius (2016)

TYPE OF INNOVATION	DESCRIPTION
PRODUCT INNOVATION	A GOOD OR SERVICE THAT IS NEW OR SIGNIFICANTLY IMPROVED. THIS INCLUDES SIGNIFICANT IMPROVEMENTS IN TECHNICAL SPECIFICATIONS, COMPONENTS AND MATERIALS, SOFTWARE IN THE PRODUCT, USER FRIENDLINESS OR OTHER FUNCTIONAL CHARACTERISTICS.
PROCESS INNOVATION	A NEW OR SIGNIFICANTLY IMPROVED PRODUCTION OR DELIVERY METHOD. THIS INCLUDES SIGNIFICANT CHANGES IN TECHNIQUES, EQUIPMENT AND/OR SOFTWARE.
MARKETING INNOVATION	A NEW MARKETING METHOD INVOLVING SIGNIFICANT CHANGES IN PRODUCT DESIGN OR PACKAGING, PRODUCT PLACEMENT, PRODUCT PROMOTION OR PRICING.
ORGANIZATIONAL INNOVATION	A NEW ORGANIZATIONAL METHOD IN BUSINESS PRACTICES, WORKPLACE ORGANIZATION OR EXTERNAL RELATIONS.

Table 2.1 OECD typology of innovation, 2005, adapted from Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data, 3rd Edition.

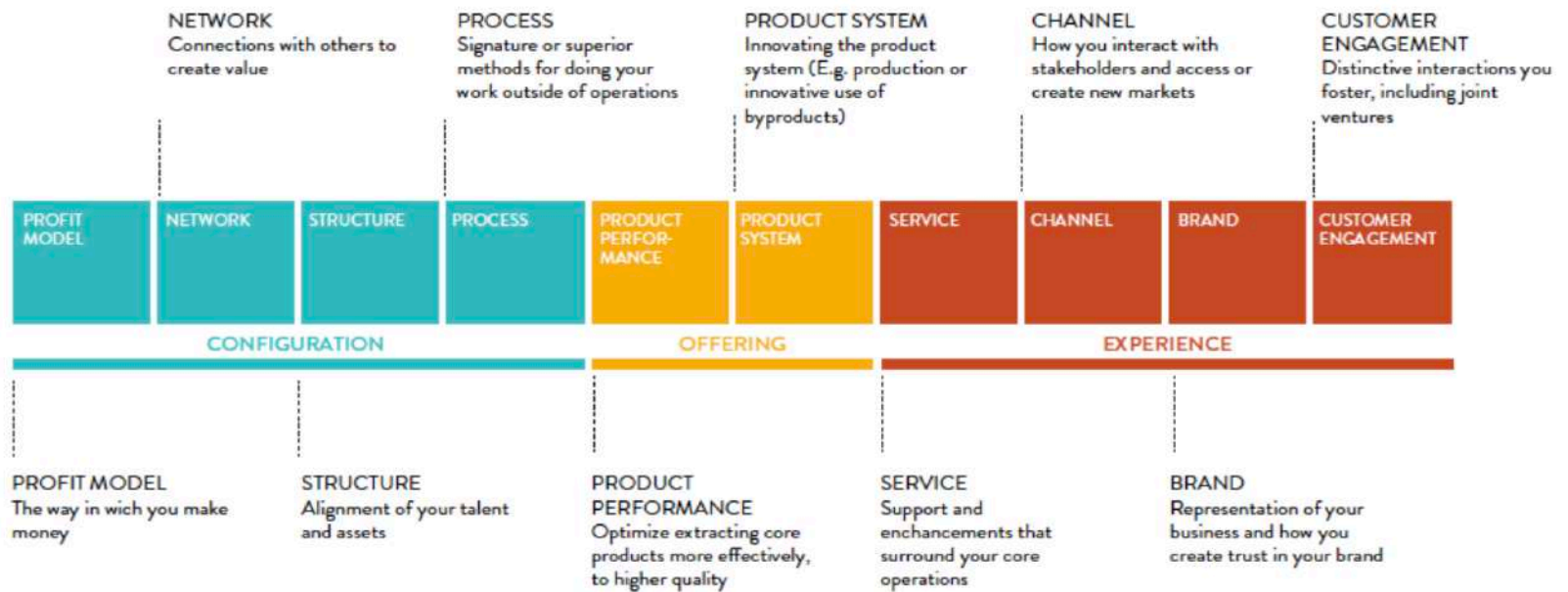


Figure 2.6 10 types of innovation, freely after Keely et al. (2013)

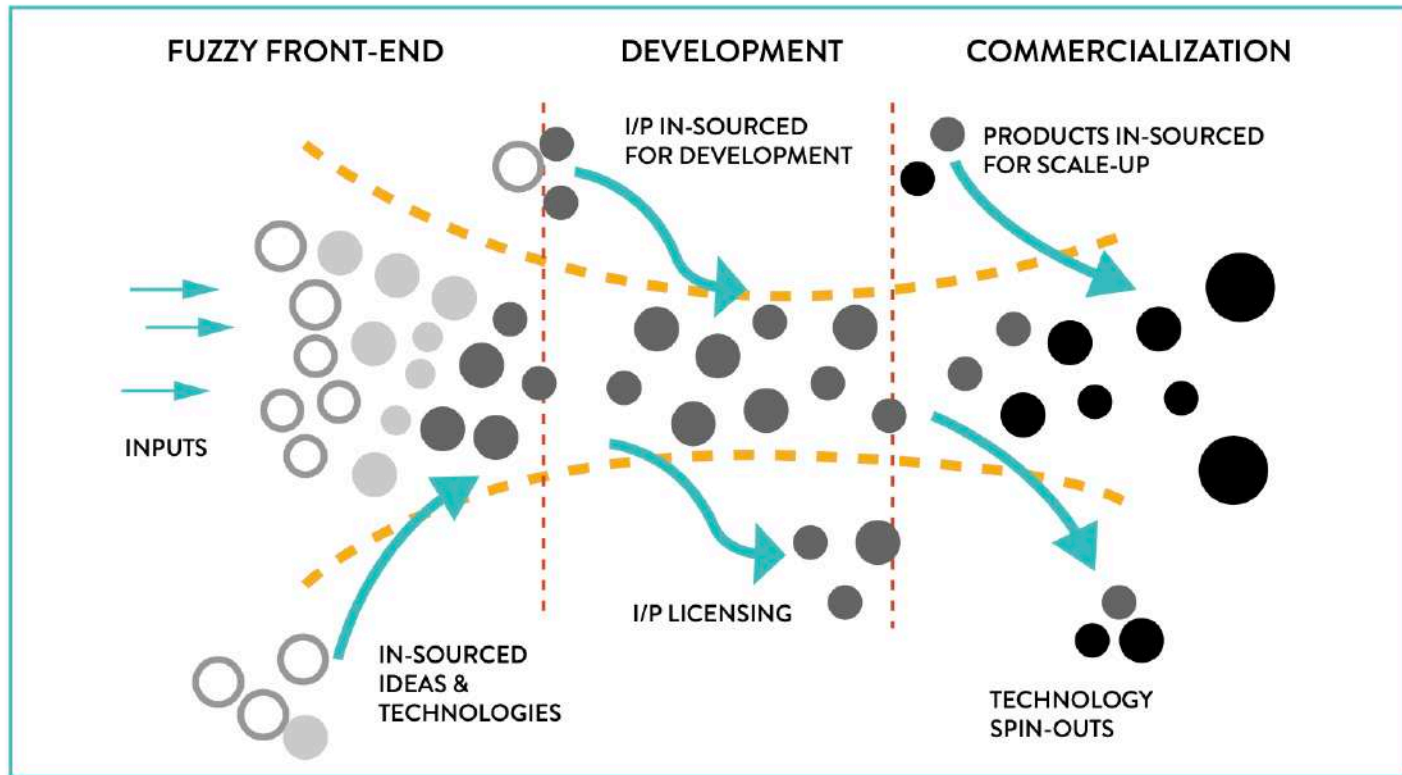


Figure 2.14 Open Innovation Model, freely after Chesbrough (2003)¹⁴



Figure 2.7 The linear technology push, loosely based on Godin (2006)



Figure 2.8 The linear technology push, loosely based on Savioz and Sannemann (1999)



Figure 2.9 The market pull model, loosely based on Rothwell (1994)

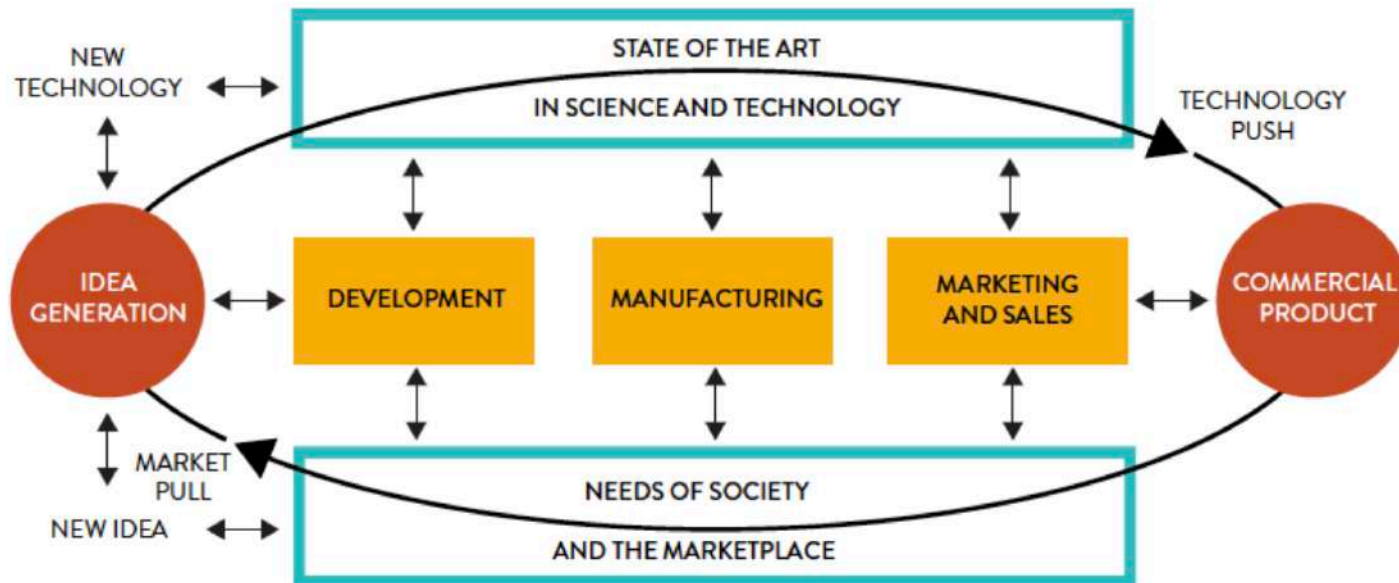


Figure 2.10 The coupling of R&D and Marketing model, loosely based on Rothwell (1992)

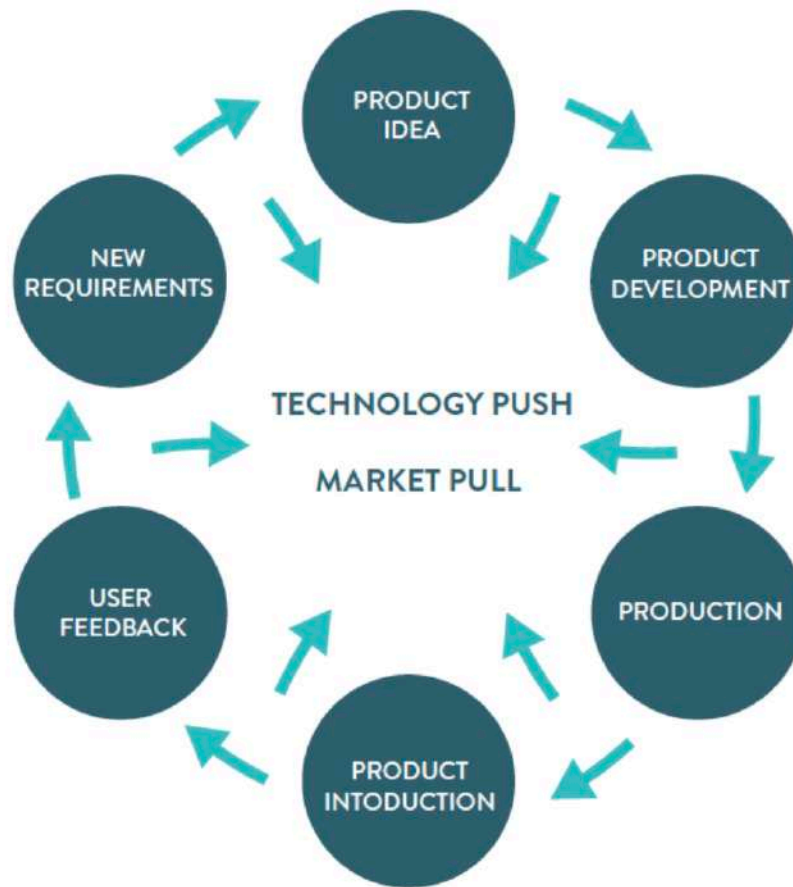


Figure 2.11 The coupling of R&D and Marketing model, Windeløv-Lidzélius (2016)

NEW PRODUCT DEVELOPMENT PROCESS IN NISSAN

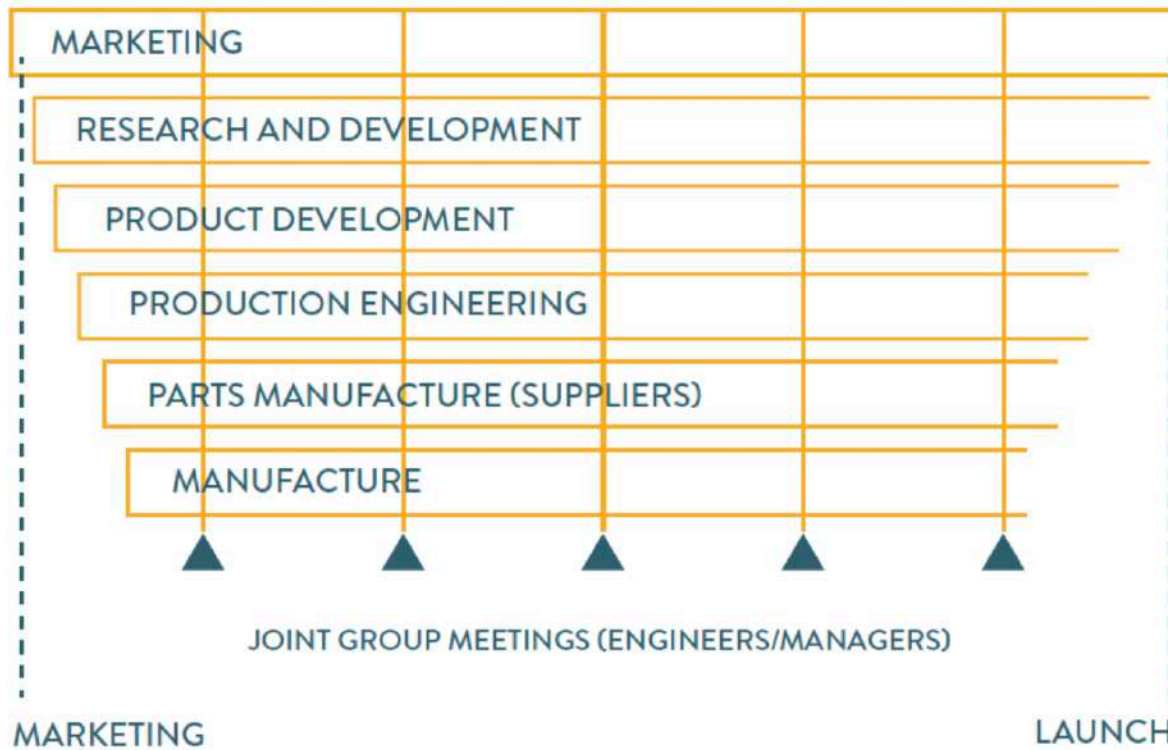


Figure 2.12 The integrated model, freely after Graves 1987

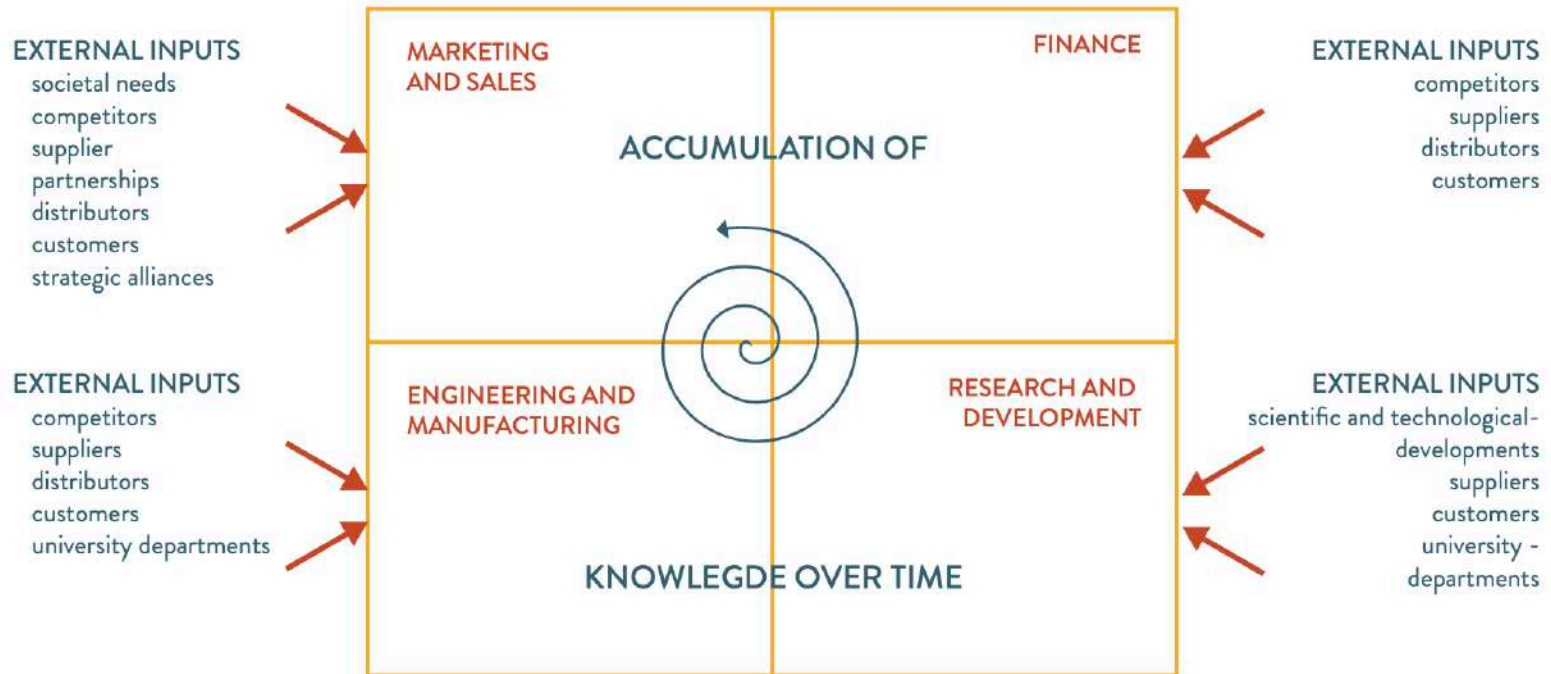


Figure 2.13 The systems integration and networking model, freely after Trott (2005)¹²

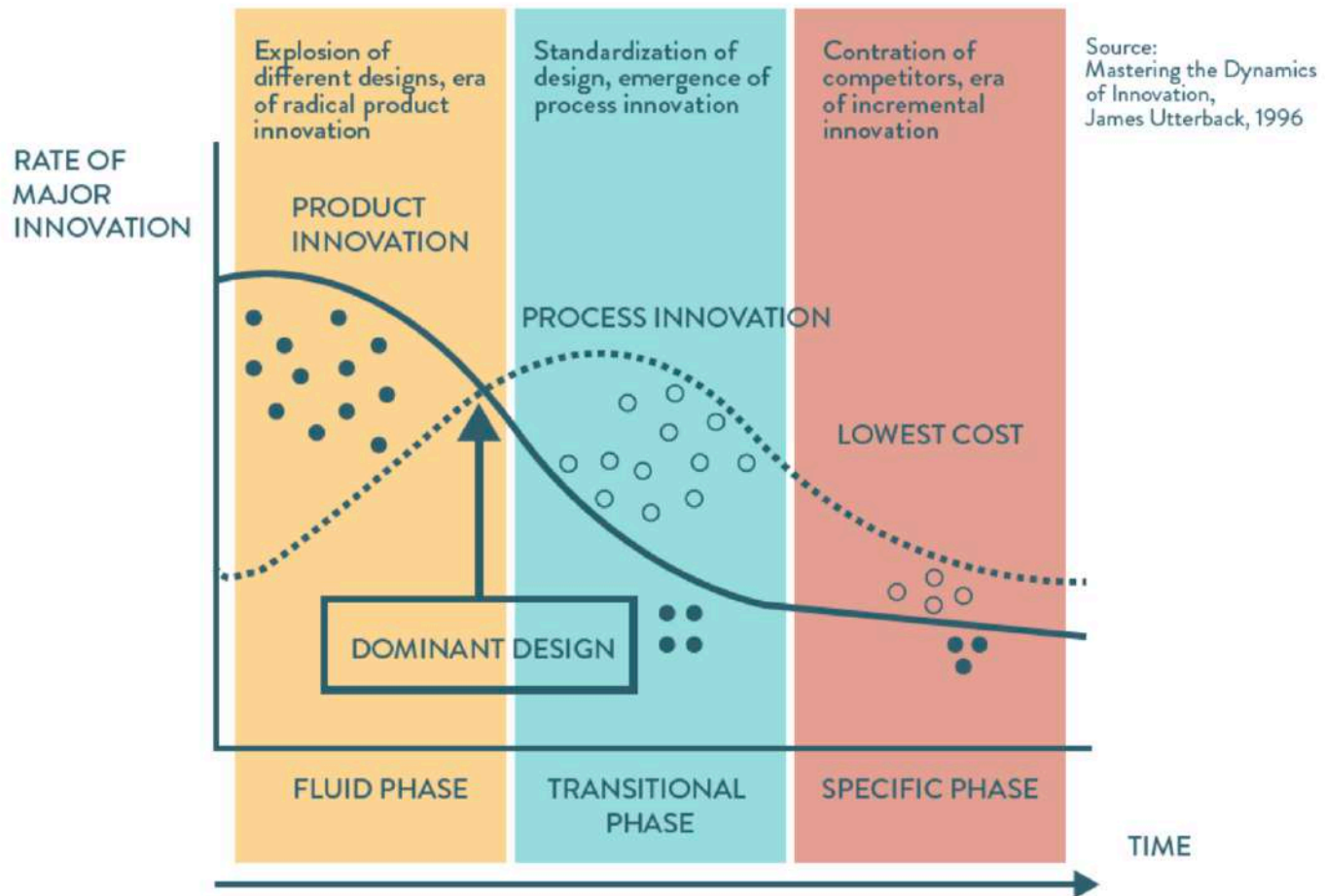


Figure 2.15 Mastering the Dynamics Innovation Model, freely after Utterback (1996)

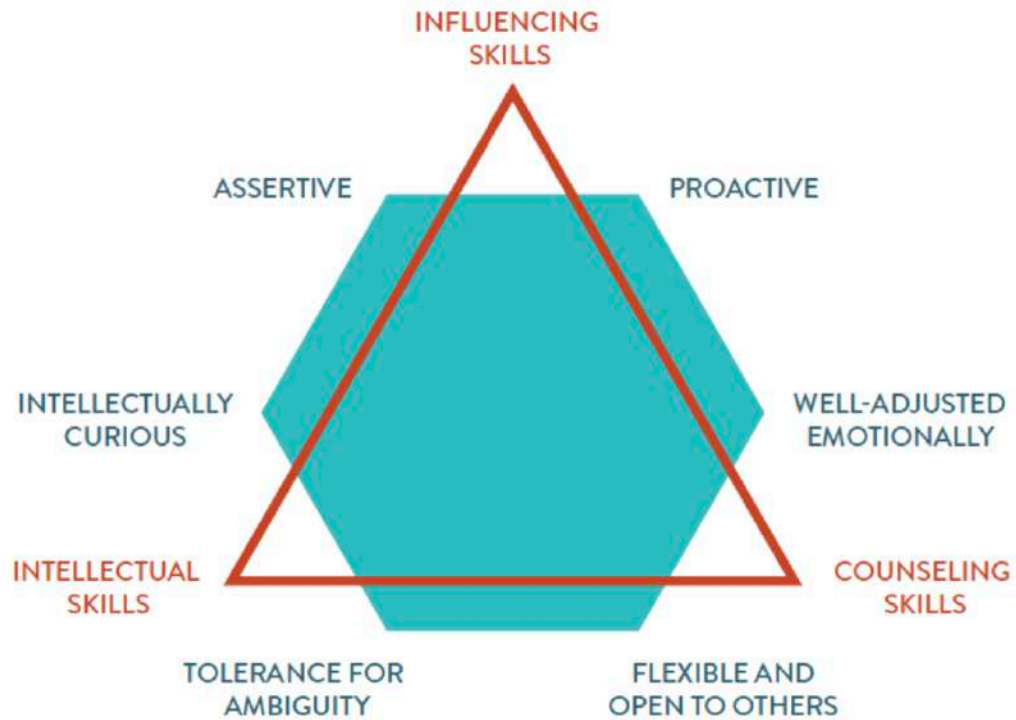


Figure 2.16 The Potential Competency Model, freely after Ridgeway and Wallace (1994)

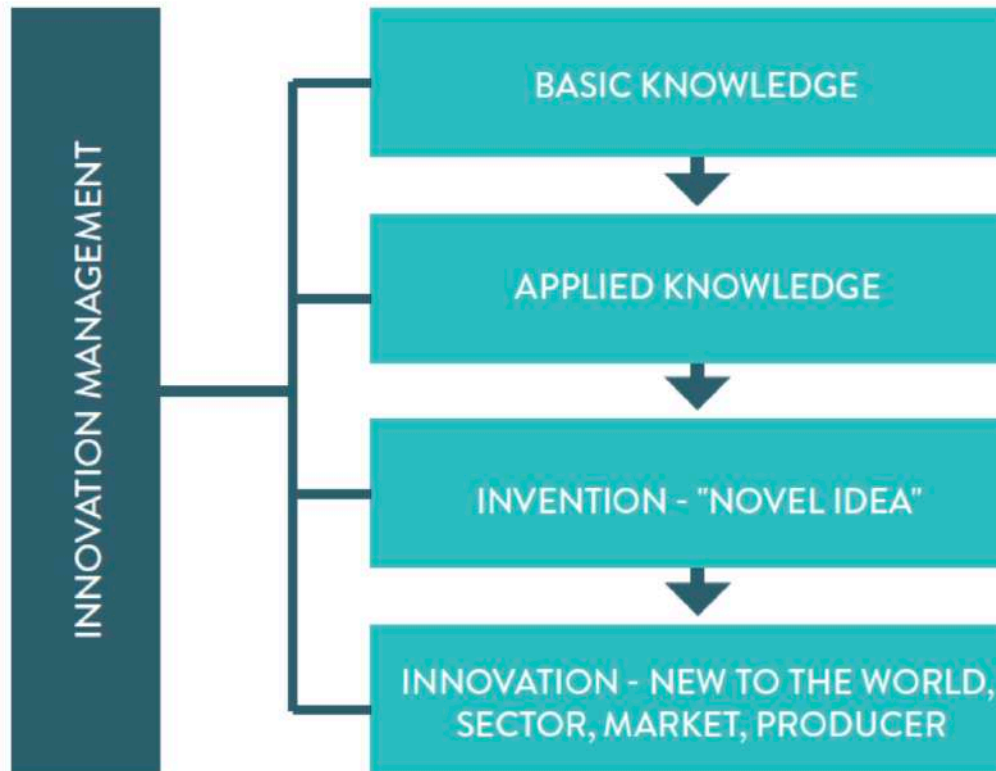


Figure 2.17 The innovation cycle Model, freely after Kaplinsky (2011)

Snowden and Boone (2007) believe the time has come to broaden the traditional approach to leadership and decision-making and form a new perspective based on complexity science. The Cynefin framework allows leaders to sort the issues they are facing into five contexts defined by the nature of the relationship between cause and effect. Four of these – simple, complicated, complex, and chaotic – require leaders to diagnose situations and to act in contextually appropriate ways. The fifth – disorder – applies when it is not clear which of the other four contexts is predominant.

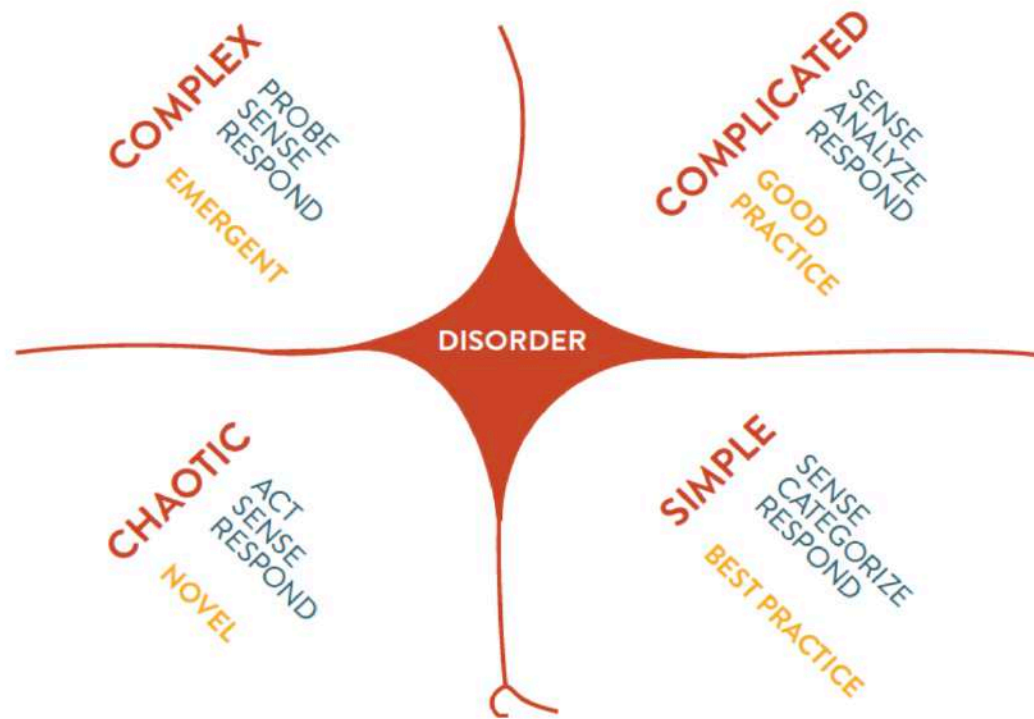
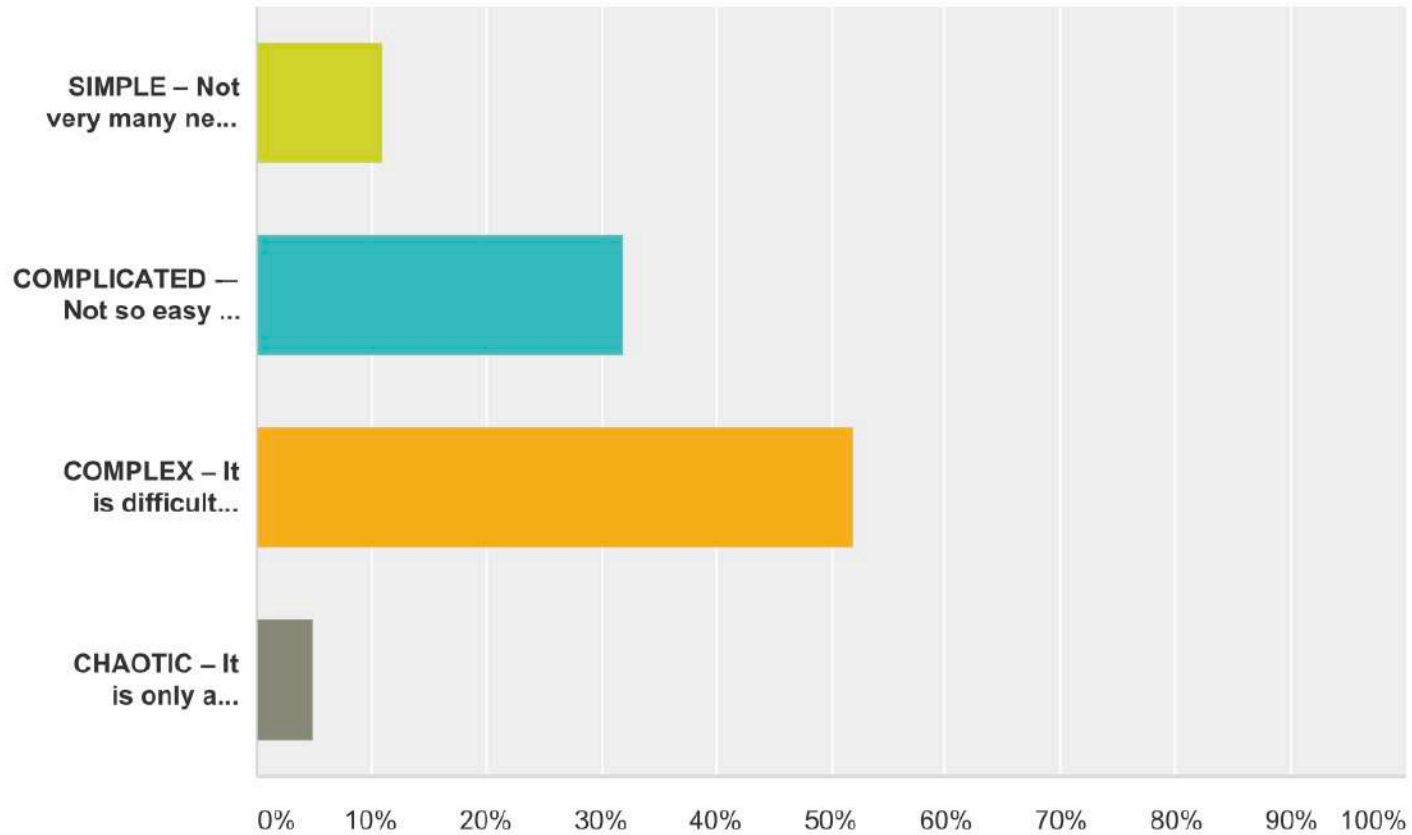


Figure 2.20 The Cynefin Framework Model, freely after Snowden (2007)

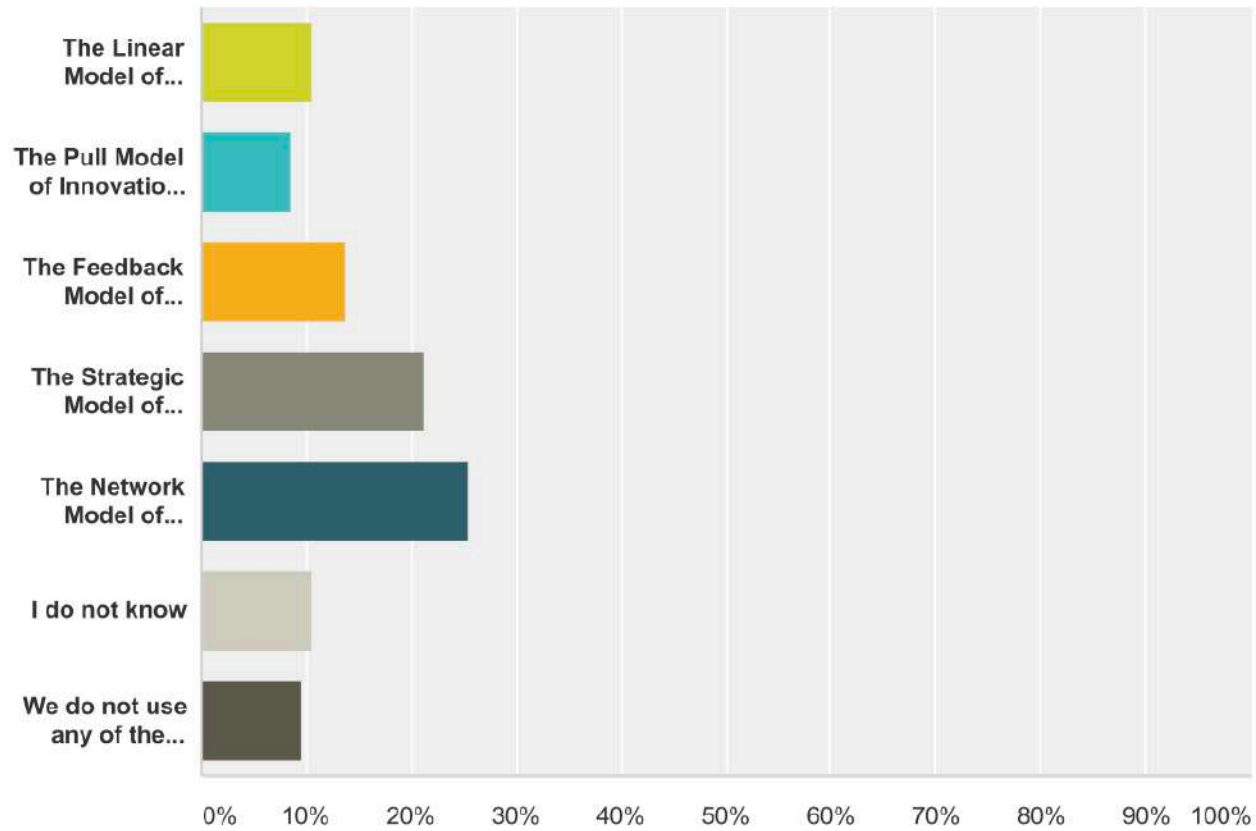
Q11 I would characterise the competitive business environment for my organisation as:

Answered: 100 Skipped: 5



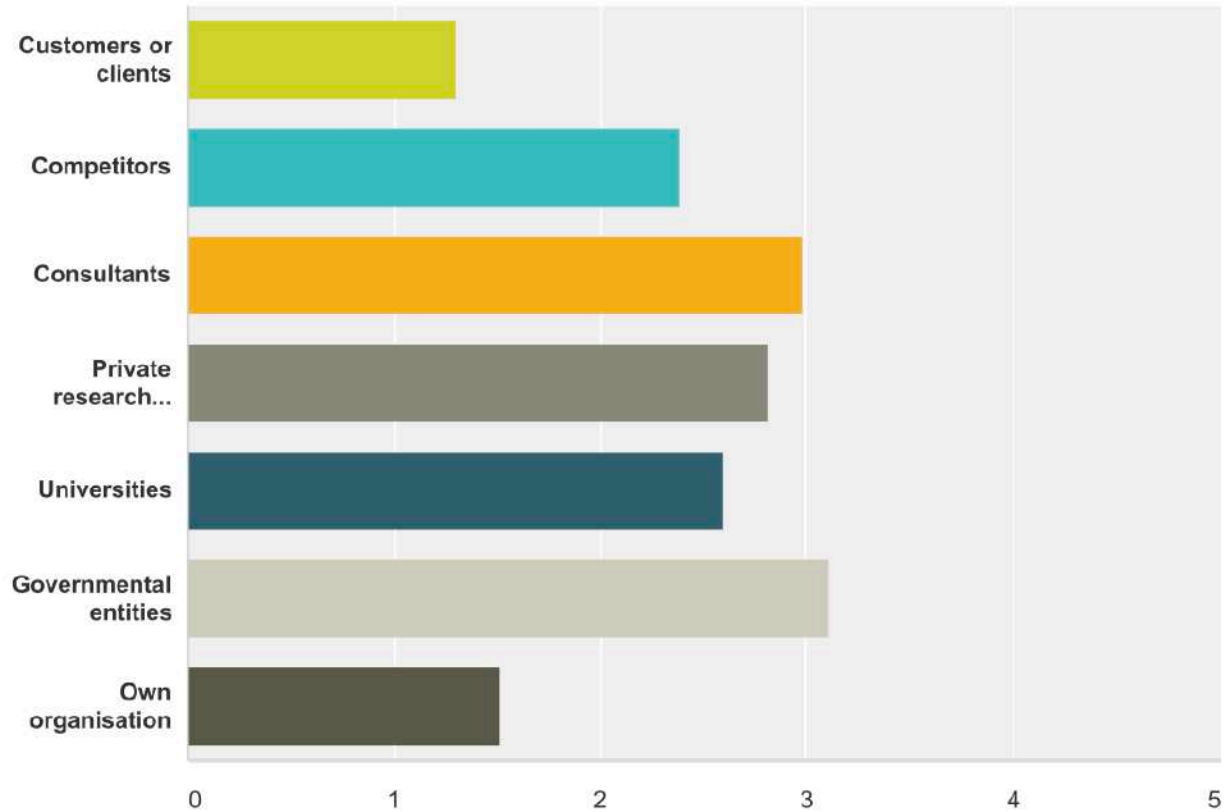
Q13 What kind of innovation model does my organisation primarily follow:

Answered: 94 Skipped: 11



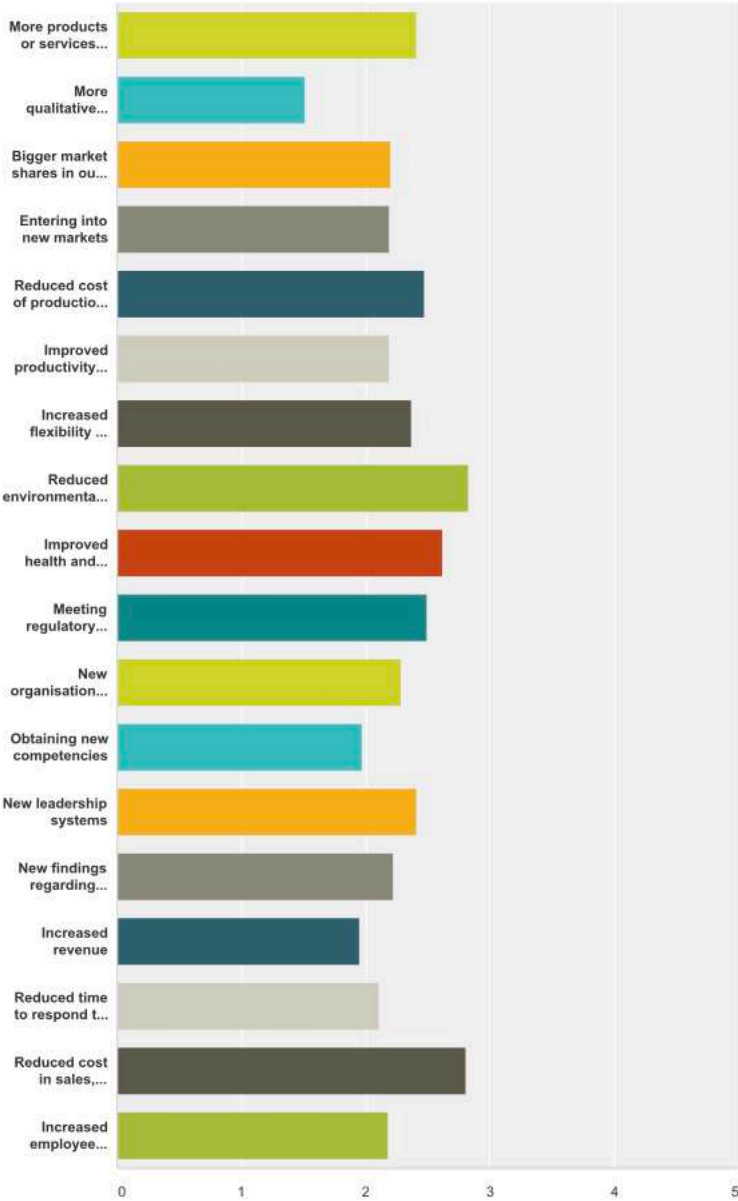
Q14 Please indicate how important you find these sources to developing your innovation strategies:

Answered: 96 Skipped: 9



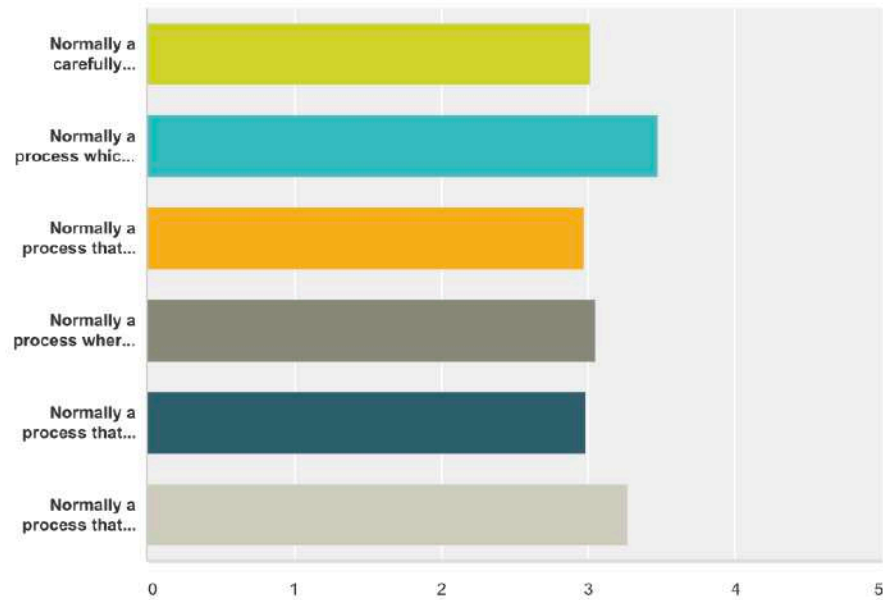
Q15 In your opinion, how important are the following goals with respect to the innovation strategies of your company?

Answered: 96 Skipped: 9



Q18 When we develop strategies for innovation, it is:

Answered: 80 Skipped: 25



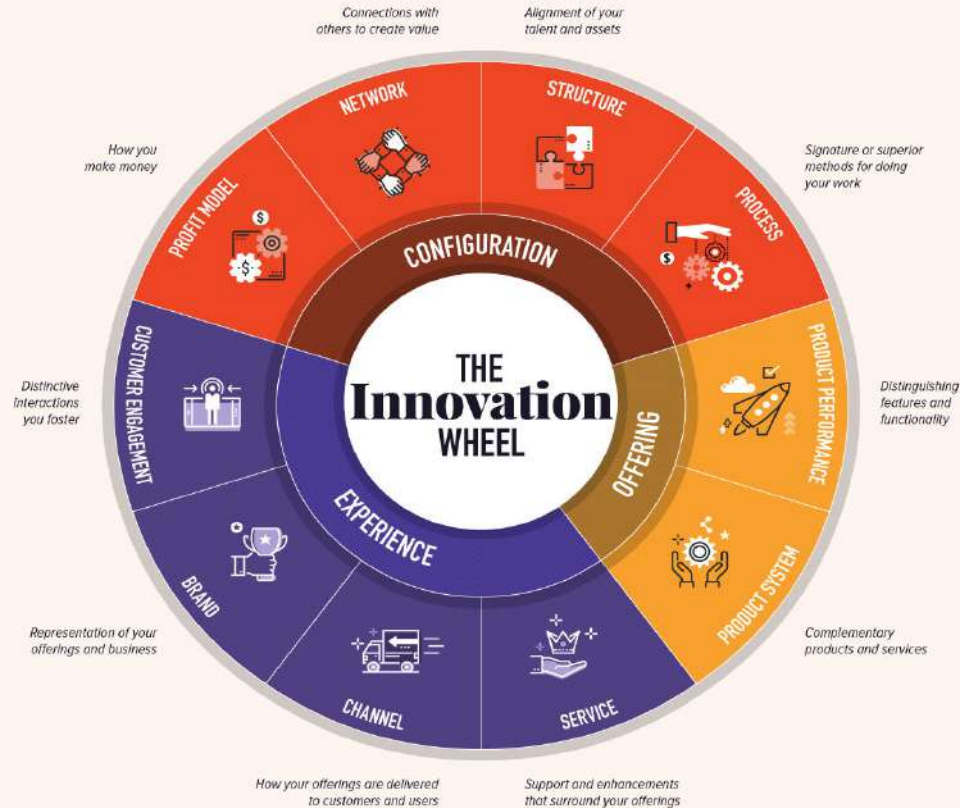
	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree	Total	Weighted Average
Normally a carefully crafted process that includes all relevant stakeholders	8.75% 7	23.75% 19	27.50% 22	36.25% 29	3.75% 3	80	3.02
Normally a process which includes as much expertise as possible	3.75% 3	12.50% 10	25.00% 20	50.00% 40	8.75% 7	80	3.48
Normally a process that is done effectively within a short timeframe	6.25% 5	32.50% 26	21.25% 17	37.50% 30	2.50% 2	80	2.98
Normally a process where a few people write a suggestion which is then discussed and improved	5.06% 4	29.11% 23	22.78% 18	41.77% 33	1.27% 1	79	3.05
Normally a process that is preceded by a thorough and comprehensive analysis of the situation	8.75% 7	25.00% 20	31.25% 25	28.75% 23	6.25% 5	80	2.99
Normally a process that is approved on board level	1.25% 1	22.50% 18	36.25% 29	27.50% 22	12.50% 10	80	3.27

Table 4.8 Assessment of innovation strategy development

UNDERSTANDING THE 10 Types of Innovation

New products are invented from scratch all the time, but this is merely one way to innovate.

According to innovation firm **Doblin**, most big breakthroughs in history comprise some combination of the following 10 types of innovation.



By tactically examining these 10 different types of innovation, you may uncover exciting new product opportunities – or you may change the business world forever.

TRIPLE HELIX MODEL

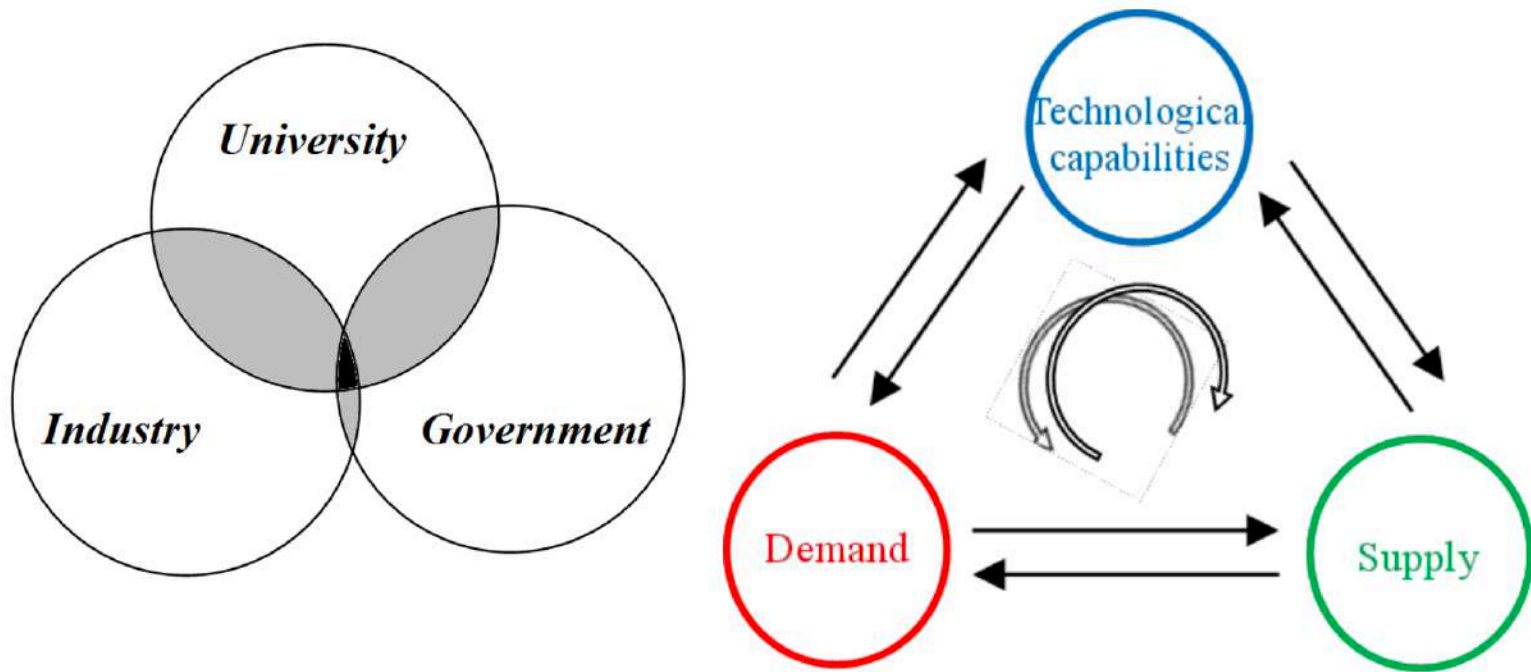


Figure 1: Representations of the Triple Helix in terms of a Venn diagram (Fig. 1a; source: Etzkowitz & Leydesdorff, 2000, p. 111) or as a triangle (Fig. 1b; source: Petersen *et al.*, 2016,

MODERN TYPES OF INNOVATION MODELS

Innovation labs

Physical environments focused on innovation are emerging in many major brands. Big players [PayPal](#), [Citigroup](#), [Mastercard](#), [Expedia](#), [Microsoft](#), and [IBM](#) set up centers in the [innovation-driven Asia Pacific](#). [Samsung](#) has also created its own [Strategy and Innovation Center](#). [Tencent](#) opened AI innovation labs in Barcelona and Seattle.

These spaces emanate a startup-like atmosphere. They encourage out-of-the-box thinking and risk-taking. Key elements for accelerating the development of new projects and ideas. It's important not to equate innovation with creativity. Successful innovation requires creative ideas combined with sustainable and profitable business models. With clear direction on how to contribute to company goals, project schemes can be strategically aligned with corporate strategies.

In 2021, Alibaba announced its \$15 billion investment in its new Alibaba DAMO Academy initiative. It's a global initiative that aims to open seven innovation labs in Beijing, Hangzhou, Singapore, Moscow, San Mateo, and Bellevue in the US, and Tel Aviv. The focus lies in research ranging from data intelligence, the internet of things, fintech, quantum computing, artificial intelligence, and more. Alibaba is slowly but surely creeping up on Amazon, Apple, and Google by accelerating its innovation through this initiative.

MODERN TYPES OF INNOVATION MODELS

Hackathons

Companies **organize Hackathons** for three main reasons:

- Attracting talent
- Market their brand
- **Develop ideas for software solutions** that solve their needs.

It's an approach that brings new talent and fresh ideas to your firm. Hackathons were born in Silicon Valley roughly a decade ago. Nowadays, especially in Asia, more and more companies are following suit. Tech giants Tencent and Baidu launched their first Hackathons in 2012 with tangible results. Since then, Baidu has endorsed numerous Hackathons to explore the possibilities in emerging industries and transfer those findings to its business.

Back in 2013, Baidu saw huge potential in the green tech industry. Seeking fresh product ideas, they **challenged** developers to make a digital product that satisfied a "green lifestyle" need. The human presence-detecting application Social Smart Home took the gold. Most people have a lazy tendency to leave on the lights and AC when they leave a room. This app controls the lighting and temperature conditions within the smart home in the most energy-efficient way possible.

Modern hackathons usually start online and end in real-life events. Hence, the term "O2O" or online to offline hackathons. Essentially this model is applicable to any business, sector, and problem.

The first steps are easy:

- Identify the aim.
- Choose the target communities to target as well as
- Find the right intermediaries

MODERN TYPES OF INNOVATION MODELS

Intrapreneurship Programs

Intrapreneurship programs empower employees to develop promising ideas. The right resources and support motivate them to solve company needs their way. These programs stimulate innovation, collaboration, and employer branding. The first step is working with specialists to find those creative, risk takers, that can handle ambiguous and complex situations that can manage the project. Teams are then formed and objectives set. What's important for this to work is the autonomy to operate as their own business.

One of the most successful intrapreneurship examples in an Asian company was the development of the **PlayStation**. Ken Kutaragi, a junior employee at Sony, revamped his daughter's Nintendo, planting the seed that became PlayStation. Executives at Sony immediately saw the potential in Kutaragi's design. He was given full responsibility to oversee the creation of the prototype. Thus, one of the most profitable consoles and greatest gift to gamers was born.

MODERN TYPES OF INNOVATION MODELS

Hybrid innovation strategies

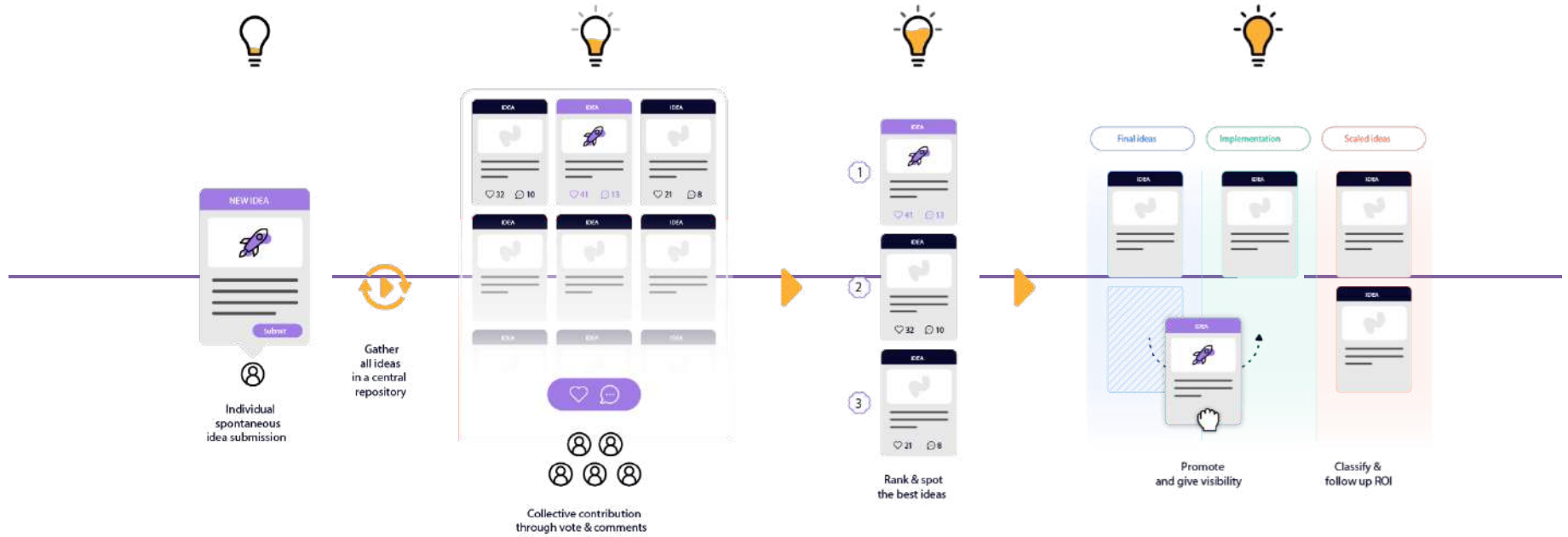
The five innovation models mentioned each have their own value and create a competitive advantage over others when done well. However, most models are even more effective when they take place in a setting or culture of innovation that considers more than one approach. Different models can be adopted by one company, to experience the benefits of each entity and create a hybrid approach that leverages both internal and external parties in an ecosystem.

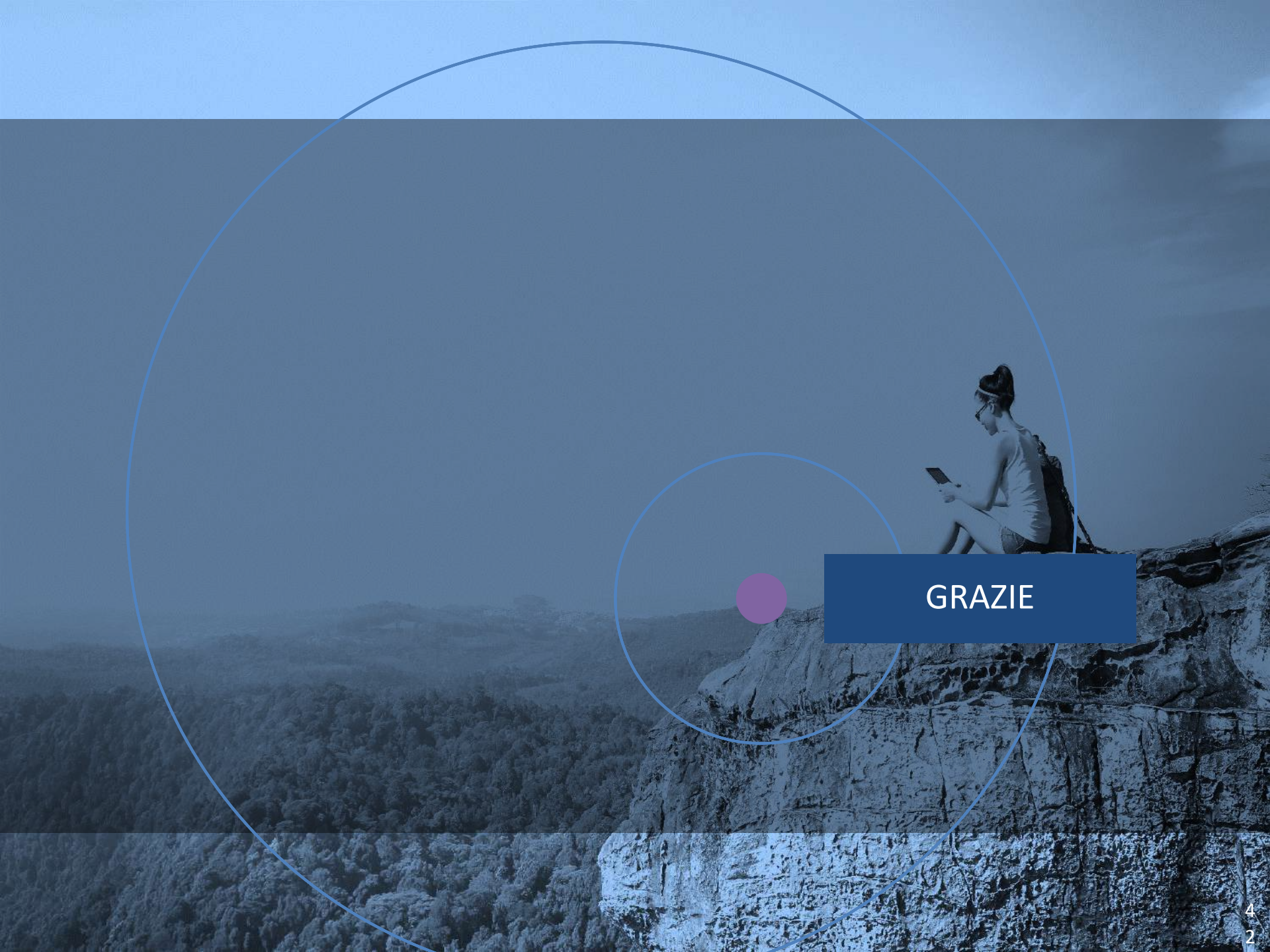
Airbus is one of the companies that has taken this route and sees great success. They have created a model that includes internal and external people, emphasizing a collaborative environment and alignment to bridge the gap between corporate and startup cultures. Their Head of Disruptive Research & Technology, Senior Vice President reflects on their model with Forbes, saying: “With the right balance of autonomy, oversight, and commitment to innovation, corporations adopting hybrid innovation models can revolutionize their approach to innovation and stay ahead in the ever-evolving business world.”

If you want to succeed in any form of hybrid or mixed innovation approach, it's key to find a tool that acts as the central hub of all those efforts. Look out for a solution that helps you:

- **Communicate** to your entire ecosystem to boost engagement.
- **Collaborate** with internal stakeholders, whether they are C-level management, expert judges and mentors of ideas or colleagues that help run your programs.
- **Measure** progress of ideas in the funnel, program participation and project completion.
- **Store** all ideas, talents and projects from different programs, whether with startups, students, customers or employees.

MODERN TYPES OF INNOVATION MODELS





GRAZIE